

Long Term Care Committee of Management
March 13, 2018 – 9:30 AM

Bay Room, Grey County Administration Building

1. Call to Order
2. Declaration of Pecuniary Interest
3. Reports- Long Term Care

- a. LTCR-CM-11-18 Behavioural Support Transition Unit

That report LTCR-CM-07-18 regarding a Behavioural Support Transitional Unit at Lee Manor be received; and

That staff be directed to proceed with the proposal submission, within the allocated funding from the South West Local Health Integrated Network for the creation and operation of a Behavioural Support Transitional Unit.

- b. Multi-Municipal Long-Term Care Working Group Discussion Paper
(For Direction)

4. **Closed Meeting Matters**

That the Committee of Management does now go into closed session to discuss:

- i. **A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board pursuant to Section 239 (2) of the Municipal Act, 2001 (Long-Term Care redevelopment application)**

5. **Correspondence**

- a. Grey Gables Family Council February 2018 Safety Zone
(For Direction)

6. Other Business

- a. Behavioural Support Program Presentation

7. Next Meeting Dates

- a. Tuesday, May 8, 2018 – Heritage Room

8. Adjournment

To:	Chair Burley and Long Term Care Committee of Management Members
Committee Date:	March 13, 2018
Subject / Report No:	LTCR-CM-11-18
Title:	Update – Behavioural Support Transition Unit
Prepared by:	Lynne Johnson, Director of Long Term Care
Reviewed by:	Kim Wingrove, Chief Administrative Officer
Lower Tier(s) Affected:	All Grey County
Status:	

Recommendation

1. That report LTCR-CM-07-18 regarding a Behavioural Support Transitional Unit at Lee Manor be received; and
2. That staff be directed to proceed with the proposal submission, within the allocated funding from the South West Local Health Integrated Network for the creation and operation of a Behavioural Support Transitional Unit.

Executive Summary

- The need for a Behavioural Support Transition Unit in Owen Sound has been confirmed with the South West Local Health Integration Network
- The proposed integrated model approach can be operated within the funding allocation of \$900,422 provided by the South West Local Health Integration Unit

Background and Discussion

Report LTCR-CM-30-17 (November 14, 2017) recommended that the decision to proceed with a Behavioural Support Transition Unit (BSTU) at Lee Manor be rescinded. At that time, new information had been identified that would have had a serious impact on local service delivery and County finances.

Further meetings have occurred with the Local Health Integration Network (LHIN) and staff conducted additional research on the possibility of an integrated approach.

By utilizing an integrated model, there is no requirement to place beds in abeyance: service delivery will be maintained and the previous financial concerns related to reducing occupancy

have been addressed.

With the integrated approach, 16 beds will be designated and receive additional funding as a BSTU and 14 long term care beds, located in the same resident home area, will continue to be funded as per the current ministry funding policy. These 14 beds will accommodate residents who do not qualify for the enhanced services within the BSTU however the residents may have a history of responsive behaviours or have been served by the BSTU and identified as benefiting from a period of transition.

Legal and Legislated Requirements

The process to apply and operate a specialized unit within a long term care is outlined in *the Long Term Care Homes Act, 2010*. The Act also guides the admission and discharge for placement coordination.

The proposal for approval of a specialized unit is a joint submission to the Ministry of Health and Long Term Care from the LHIN and County. Several meetings have occurred to clarify and finalize the document which outlines the care delivery approach, admission and discharge planning, human resources and financial plan. The proposal also requests a period of ninety (90) days:

- Prior to the date of designation to finalized operational plans and execute the required contracts and agreements
- From the date of designation, to transition to a fully operational BSTU

Funding, for the BSTU, will commence on the date of designation and be used for eligible expenses including staff training and a gradual increase in staffing during the transition period.

Financial and Resource Implications

The BSTU beds will receive base funding at the same level as the regular long-stay beds. An additional \$900,422 will be provided by the LHIN to enhance staffing levels and supplies and equipment that is necessary to support the specialized population.

Working within an integrated framework and the proposed budget, the home will be able to create a staffing plan that provides consistency of care and enhances the availability of full-time positions within the home.

Long Term Care and Finance Department Staff collaborated in the development of a budget as outlined in the following table.

Salaries and Wages	676,329
Benefits	177,788
Allied Health Professionals and Support Services (i.e. Social Worker, Occupational Therapist, Music Therapist)	21,305
Specialized Training	10,000

Salaries and Wages	676,329
Supplies	15,000
Total BSTU Expenses	\$900,422

In addition to annualized funding, one-time funding will be available to offset some start-up capital expenses. The amount, of one-time funding, is undetermined at this time. Staff are continuing to assess the requirements and are working with the LHIN on the details. A report on on-time funding and recommended expenditures will be provided to the Committee at a later date.

Relevant Consultation

- Internal Long Term Care and Finance Staff
- External South West Local Health Integration Network

Appendices and Attachments

None

**Multi-Municipal Long-Term Care
Working Group
(MMLTCWG)**

Presentation to Grey County

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**Owen Sound, Ontario
March 8, 2018**

Backgrounder

This working group was established in the fall of 2017, in response to the Grey County Council decision to recommend the closing and sale of the Grey Gables Long-Term Care facility located in Markdale and to develop “a new, amalgamated, long term care facility to be located in Durham”. (Grey County Report LTCR-CW-05-17)

Following the failure of extensive public meetings, lobbying of Grey County Councillors, OPSEU intervention, past Grey County Warden appeals, resident bus trips to County Council meetings, social media campaigns, petitions and other attempts to reverse the decision at the County level, the working group was established.

Mandate

As a group open to the public, the mandate of the MMLTCWG is to: “help focus the efforts of many in advocating to the SW LHIN and the Ministry of Health and Long-Term Care for support in maintaining the existing facility as it is.”

It should be noted that the constituent municipal councils all passed resolutions supporting the membership and mandate of the MMLTCWG.

Members

The MMLTCWG is composed of six members representing three municipalities. They are:

Municipality of Grey Highlands

Mayor Paul McQueen, MMLTCWG Chair

Councillor Terry Mokriy, MMLTCWG Vice-Chair

Town of the Blue Mountains

Mayor John McKean

Deputy Mayor Gail Ardiel

Township of Chatsworth

Deputy Mayor Scott Mackey

Councillor Brian Gamble

Growth Demographics

The data utilized in the Grey County demographic forecasts of 2015 was based on:

- 2001 Census data on employment,
- 2006 Statistics Canada Census on population and housing, and
- 2011 Census and National House Survey.

(Grey County Growth Management Strategy Update; Hemson Consulting Ltd.) (2015)

Recent housing economic trends in the GTA and Golden Horseshoe have skewed the forecasts. The eastern and southern regions of Grey County have witnessed an increased interest and migration of housing to the area. The housing growth will portend an increase in population.

The growth trends in the eastern and southern regions outweigh the western and northern regions of Grey County which are further removed from the GTA/Golden Horseshoe. This is evidenced in the statistics that follow on the next two pages.

Municipality of Grey Highlands Development

<u>Developer</u>	<u># of Res.Units</u>	<u>Date</u>
Stonebrook Phase 1&2	85	2018
Stonebrook Phase 3&4	98	2018
Devonleigh	400	2018-19
Ridgeview	15	2018
Demakos	60	2018-19
Maxwell Estates	60	2018-19
Eugenia Estates	70	2018-19
Sandera	68	2019
Golf Course	650	2020-04
Total New Homes	1506	

Township of Southgate Development

<u>Developer</u>	<u># of Res.Units</u>	<u>Date</u>
Flato North	267	2018
Flato West	70	
Flato East	496+	
Total New Homes	833+	

Town of the Blue Mountains

With an average annual growth rate of 1.56%, projected dwelling unit totals are:

2 years growth, 2019	7591 units
5 years growth, 2021	7840 units
10 years growth, 2026	1115 units
20 years growth, 2036	10124 units

Total population projections range from 17536 to 23387.
(based on an average of 2.3 persons per household)

(Appendix A: Dwelling Units Issued by Jurisdiction, by Location, 2008- 2017 Month Ending: December 2017: Town of the Blue Mountains)

Township of Chatsworth

Although the forecasts for population growth and development for the Township of Chatsworth are lower than those of the more easterly municipalities, it faces similar demographic changes. Approximately 26% of the population is in the 50 to 85+ age group. *(N.B. This age group is the demographic tier which will directly impact health services in the next 20 years.)*

The median age is 45.3 compared to Ontario's 41.3.

There is a large Mennonite and Amish community in the Township. *(An indication of this may be found in census information were 7.1% of the population identified their mother tongue as German.)* This is a population for whom the geographic location of health and long-term care services and transportation are crucial issues.

Community Primary and Long-Term Care Health Hub

Ontario's government, as evidenced by Premier Wynne's appointment of Karen Petrie, Special Advisor to the Premier on Community Health Hubs, has taken a serious and sincere focus on the wide spectrum of benefits provided by Community Hubs.

Currently, the region of eastern and southern Grey County has centered, in Markdale, a perfect example of a Rural Health Hub which is a model example of a "continuum of health" from infant to palliative care.

The announcement of a new hospital in Markdale, the establishment of the South East Grey Community Health Centre (SEGCHC) in Markdale, and the Grey Gables Long-Term Care Home in Markdale, all located within easy walking distance of each other, form the perfect rural health care hub.

The importance of this model to the region and to the continuance of Grey Gables is, perhaps, best evidenced by the growth of the SEGCHC from 2005 to the present day.

Because of the "Rural and Remote" status of the region and the inherent barriers/challenges to health care access, such as transportation, isolation, poverty, climate and travel distances, the SEGCHC has adapted and diversified.

Its accomplishments are many and it has, in order to best serve the local populations, expanded its catchment area. It now has satellite clinics and sites in Chatsworth, Dundalk and the Grey Highlands Secondary School in Flesherton.

The Ministry, through the SWLHIN, has supported the SEGCHC because it is a testimony to the benefits which can be accrued by a Rural Health Care Hub model. In turn, this model has resulted in the SEGCHC becoming the premier CHC in Ontario.

In our "Rural and Remote" part of the province, the model of excellent health and well being is one based in localized health and long-term care provision. The social, economic, and health benefits to the community are great.

Recent Trends and their Effect Upon The Easterly and Southerly Townships

- March 2, 2018: **Minister of Health announces redevelopment of Baywood Place LTC centre in Hamilton.** 128 beds at a cost of approximately \$303,000 per bed. Grey County estimate is approximately \$230,000.

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Effect: Cost of moving beds from Markdale to Durham is increased from approximately \$15 million to \$20 million.

- **Southbridge announcement:** announced just recently a plan to amalgamate 160 beds in Owen Sound (on-going since at least 2016 and currently at the permitting stage).

December 21, 2017: **Ontario opening 26 new LTC beds in Hanover to bring the total number of beds to 96.**

Effect: In order to consolidate into a "flagship", Georgian Heights (40 beds) and Maple View (29 beds) are scheduled to be closed. The other beds will have to come from either a further allocation from the Ministry or, more economically for the corporation, from relocating beds

from dated facilities in Chesley (34 beds), Chatsworth (34 beds) and Thornbury (60 beds).

This will result in a greater shift of LTC beds and service to the north and western areas of the County. It would appear that private sector interest in the easterly and southerly areas of the County is waning due to factors such as per dollar return on investment.

The eastern and southern municipalities would face an even greater inequity in LTC bed provision and accessibility.

- **New growth in the east and west along highway corridors from the GTA out performing the west and north**

Effect: All current indicators and data indicate that, as a result of real estate trends in the GTA and Golden Horseshoe, the demand for housing in rural southwestern Ontario is increasing at an unprecedented rate.

Canadian settlement patterns have evolved on an east to west vector. This migration of peoples has also flowed along established routes (rivers, trails, roads, highways) from settled to more remote regions.

Current patterns in the migration of Canadians remain the same. Migration from urban centres to rural areas still follows established routes and infills as people settle farther from larger centres. Highway 10, County Road 124 and Airport Road are currently the major arteries for settlement and communities along them are experiencing exponential growth.

- **Closing of Chatsworth, Chesley**

Effect: Increased service and LTC bed gaps in accessibility in the affected communities.

(See the appended chart which illustrates driving distances from Markdale and waiting times.)

- **Errinrung in Thornbury is not up to acceptable Ministerial level and will need major refurbishment (potential for closing is great).**

Effect: Issues of profitability and economics will be the deciding factors leading to the closing of this facility. It is currently not up to Ministry standards. The very possible close will also add to the lack of LTC beds available to local residents.

- **County Council, through resolution, supports private sector in their bid to get more beds**

Effect: This focus on the private sector has the potential for inequalities related to access to service and equity of service provision. The private sector is under no obligation to spread services in an accessible and equitable manner throughout a region.

Conclusion

On December 7, 2016, the then Minister of Health made the following statement regarding the Patients First: Action Plan for Health Care:

“Today marks an important milestone for a health care system in Ontario that is truly committed to putting patients first. The passage of this legislation means that patients will have health care that is easier to navigate,

better co-ordinated, more open and accountable.
Patients and their families will also have a stronger voice and role in health care planning and services."

The Ministry has already set precedents by ensuring that long-term care beds remained in Sebringville and Brantford.

The Ministry is also focussed on Rural Primary Care Health Hubs. With Grey Gables, the SEGCHC and the impending hospital, Markdale is a model for this initiative and will help to ensure that Grey County continues on its road of excellence and innovation.

Aging With Confidence:
Ontario's Action Plan for Seniors, November 2017

In her introduction to the document, Premier Kathleen Wynne makes the following statements and points:

- *"Ontario is aging faster than ever before with the older people in Ontario now outnumbering younger ones for the first time in our history."*
- Achievement of goals through *"actions to better support aging adults, including bolstering community engagement"*.
- *"For seniors, their families and friends, the vision of fairness means people will have choices to remain healthy and independent in their communities."*

The Action Plan for Seniors points to unprecedented growth in the 65 plus age group with growth projections of 4.6 million (25% of the population) being 65 and older in the next 25 years. It continues by stating that many seniors are concerned about accessing community services due to a lack of transportation availability.

The current government of Ontario recognizes the growing need for long-term care service and beds. It has announced the creation of 5,000 new LTC beds by 2022, four years from now, and 30,000 over the next decade. There is also an increased commitment to more nursing staff, personal care staff, specialized behavioural support staff, and therapeutic staff for LTC residents.

The Action Plan for Seniors also includes discussion questions. These questions provide an information gathering foundation upon which government direction and policy will be based.

The first question refers to ensuring "*smaller LTC homes to stay in their community rather than amalgamated into larger facilities*". This question is a strong indication of, and a response to, concerns voiced by Ontario's citizens.

Questions related to travel distances, community health hubs, greater degrees of choice surrounding LTC homes, and local versus supports farther from a home community are all areas of the plan's focus.

The province realizes the growing desires, concerns and needs expressed by communities. These are all based upon and focus on local health care and local LTC provision.

Summary

During our presentation to the then Minister of Health and LTC, Dr. Eric Hoskins, at the ROMA Conference this January, we were asked if more LTC beds in Markdale would help the local community's desire to retain the facility in Markdale. Our answer was an unmitigated "yes".

The County and local municipalities in Grey should be working to secure more beds in order to meet future demands. In this climate of provincial level political willingness to address the

problems associated with aging, our focus should not be on a simple transfer of beds.

Given the new information and data related to growth in the eastern and southern municipalities of Grey County and the current provincial LTC direction, and action plan for seniors, it is incumbent upon County Council to revisit and to reconsider its Grey Gables and Rockwood Terrace decision.

Respectfully Submitted

by the MMLTCWG representing the Township of Chatsworth, Town of the Blue Mountains, and Municipality of Grey Highlands, on behalf of and supported by, local health care professionals, Chambers of Commerce, business owners, entrepreneurs, OPSEU, Grey Gables Resident Council and volunteers, Past Grey County Wardens, SEGCHC, developers, community service clubs and organizations, community leaders and residents/tax payers in south and east Grey County, as well as local municipalities and politicians.

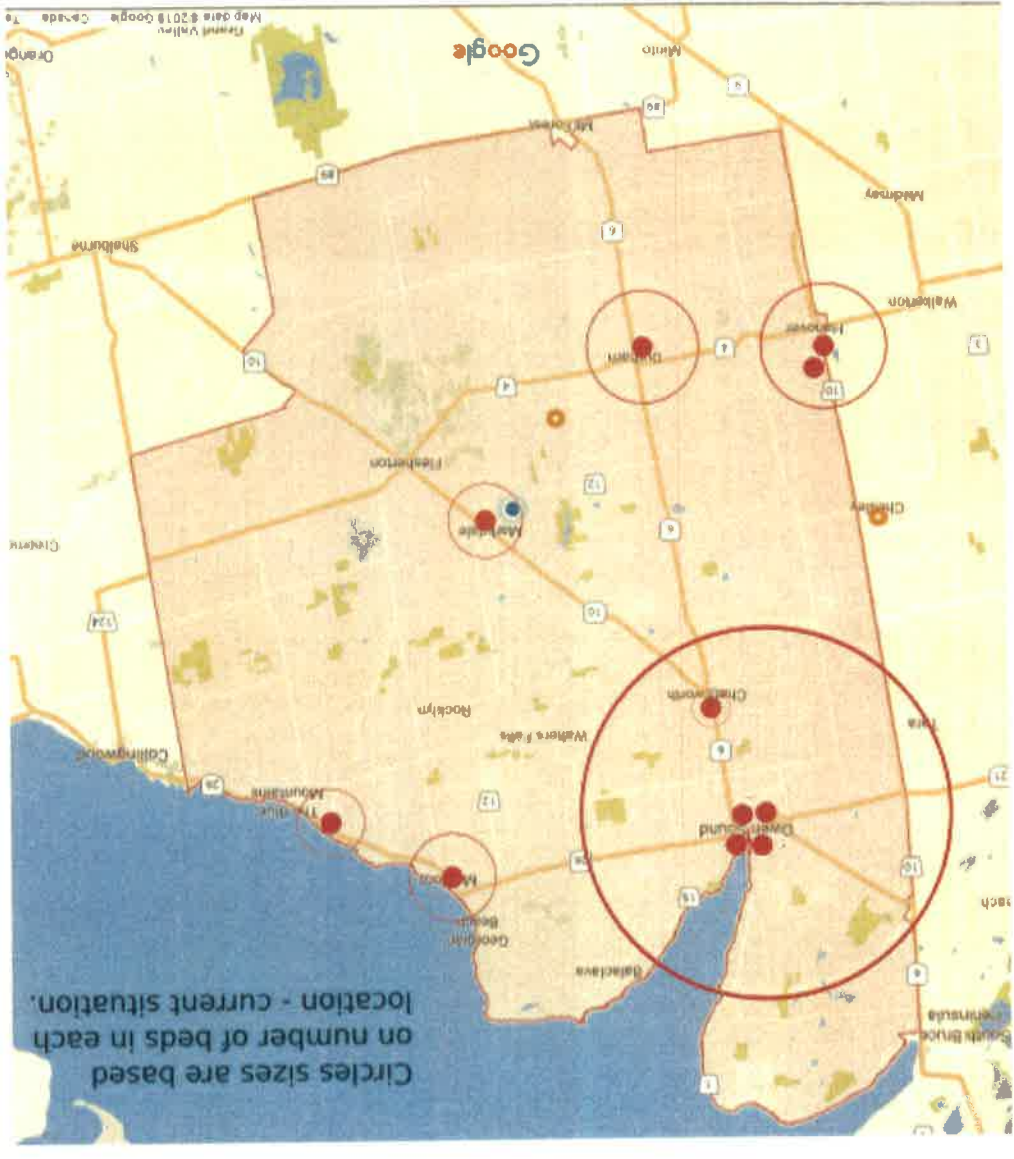
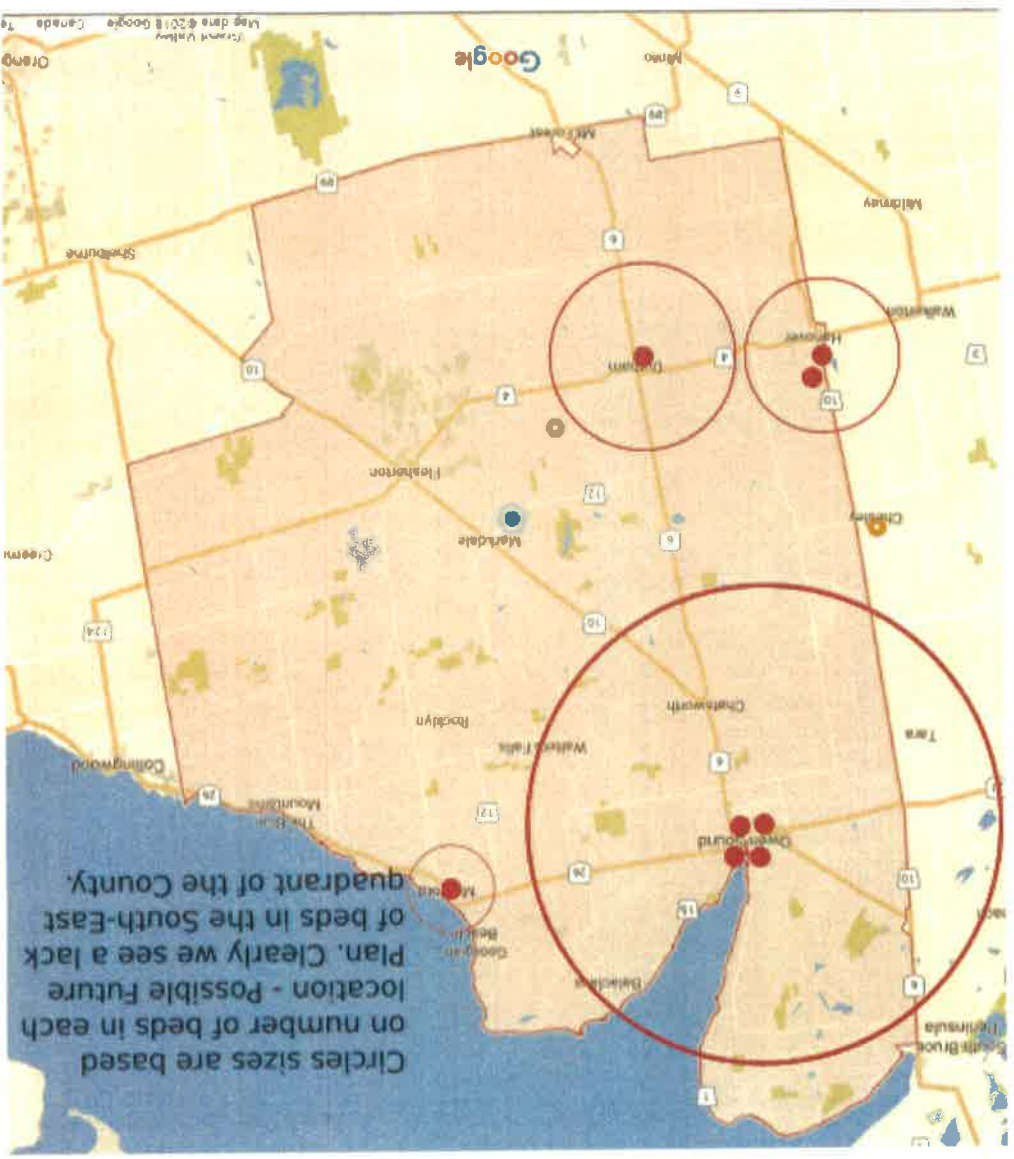
**Appendix A
Presentation to Grey County
March 8, 2018**

DWELLING UNITS ISSUED BY JURISDICTION, BY LOCATION
2008-2017
MONTH ENDING: DECEMBER 2017

Data Source: Building Permit Data: New Dwellings

Year	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2015 Built Units 1	2017 Built Units 2	Adjusted Units 3	10 Year Average Annual Growth Units 4	10 Year Average Annual Growth	Average Annual Growth %	Projection : 2 Years Growth 2019	Projection : 5 Years Growth 2021	Projection 10 Years Growth 2026	Projection 20 Years Growth 2036
Rural	2	7	3	5	8	9	7	15	17	15	674	706	641	88	8.8	1.31%	667	685	731	821
Camperdown	4	2	8	7	5	20	8	9	12	21	445	478	434	96	9.6	2.16%	463	484	538	652
Castle Glen	0	0	1	0	0	0	0	0	0	0	88	88	80	1	0.1	0.11%	80	80	81	82
Clarksburg	7	4	5	0	0	0	2	0	5	4	326	335	304	27	2.7	0.83%	312	317	331	356
Craigeleith	44	18	45	25	20	16	29	48	94	246	3818	4158	3778	585	58.5	1.53%	3955	4078	4400	5045
Lora Bay	35	13	9	8	16	7	18	22	49	49	482	580	527	226	22.6	4.69%	603	661	832	1256
Osler	0	2	0	4	0	0	0	0	1	0	84	85	77	7	0.7	0.83%	79	81	84	90
Swiss Meadows	3	0	0	0	1	0	1	1	1	1	110	112	102	8	0.8	0.73%	104	106	109	117
Thornbury East	3	12	4	6	5	0	5	6	6	5	251	262	238	52	5.2	2.07%	254	264	293	352
Thornbury West	7	9	9	3	4	4	1	4	11	12	1137	1160	1054	64	6.4	0.56%	1072	1084	1115	1173
Units Totals	105	67	84	58	59	56	71	105	196	353	7415	7964	7235	1154	115.4	1.56%	7591	7840	8513	10124
Population Permanent									7296	7504	7879	8463	7688	1226	53.1	0.72%	8066	8331	9046	10758
Population Seasonal									8565	8809	9828	10556	9025	1530	62.3	0.84%	9469	9780	10619	12629
Total Population									15860	16313	17708	19019	16714	2756	115.4	1.56%	17536	18110	19665	23387

1- Built Units sourced from 2015 Year End Report
 2- Built Units sourced from 2015 Year End Report + New Dwellings in 2016 and 2017
 3- Adjusted Units calculated by proportionately adjusting Town Actual units with Canada Census Data



Michael R. Peirce, Ed.D.

February 20, 2018

Mr. Paul McQueen, Mayor
Municipality of Grey Highlands
P. O. Box 409,
Markdale, Ontario N0C 1H0

Dear Mr. McQueen,

I am writing on the behalf of the Grey Gables Family Council to request that the issue of safe crossing of Toronto Street by the residents of Grey Gables be addressed as soon as possible.

In a letter to the Ministry of Transportation sent in March, 2016, our concerns regarding the safety of the residents who wished to cross Toronto Street was brought to their attention. In December, 2016, we sent another letter to the Director of Long Term Care of Grey County. We understand that the Grey Highlands Council was made aware of our concerns at that time.

It has now been two years since the original concern was put forward and I would like to express our disappointment that, to date, nothing has been implemented to rectify this dangerous situation. We do understand that the long term plans for Grey Gables may be impacting any action but this does nothing for the current residents who live under the care of this facility which we know the town would love to keep open. We invite any Council member to attempt to cross the highway in front of Grey Gables with an elderly person to understand the risk. With spring in the not too distant future, it would be in the best interest of the residents of Grey Gables to see some changes to ensure their safety as they try to carry on as normal a life as possible.

We look forward to any updates you can give us about the status of this situation.

Sincerely,



Dr. Michael Peirce, Ed.D.

President: Grey Gables Family Council

C.C. Jennifer Cornell, Grey Gables Administrator,
Lynne Johnson, Director of Long Term Care, Grey County

FEB 22 2018