

<b>To:</b>	Chair and Members of Committee of Management
<b>Committee Date:</b>	November 12, 2019
<b>Subject / Report No:</b>	LTCR-CM-42-19
<b>Title:</b>	Building Operational Capacity in Long-Term Care
<b>Prepared by:</b>	Jennifer Cornell, Director of Long-Term Care
<b>Reviewed by:</b>	Kim Wingrove, Chief Administrative Officer
<b>Lower Tier(s) Affected:</b>	All Grey County
<b>Status:</b>	Recommendation adopted by Committee as presented per Resolution CM56-19; Endorsed by Council November 14, 2019 per Resolution CC93-19

## Recommendation

1. That Report LTCR-CM-42-19 Building Operational Capacity in Long Term Care be received; and
2. That Grey County proceed with hiring an HR generalist, Corporate Clinical Specialist and a Corporate Quality Specialist, subject to approval of the 2020 Grey County budget.

## Executive Summary

The provision of high quality long-term care services is challenged by growing demand for services, increased complexity of residents' conditions, heightened public scrutiny across the sector and a demand for workforce that exceeds the available supply.

In 2018 Sienna Senior Living completed an operational review to identify opportunities to improve programs and services, efficiencies and operations. In 2018/19 Grey County, with support from the Sienna team implemented updated policies and operational improvements. Going forward, independent of Sienna support, the new positions of HR generalist, Clinical Specialist and Quality Specialist will support Grey County to recruit and retain staff, continuously improve care and services and achieve accreditation.

## Background and Discussion

With the expected growth of the Grey County long-term care homes due to the upcoming redevelopment at Rockwood Terrace in Durham, and possible redevelopment opportunities at Grey Gables in Markdale, Grey County needs to support all staff in performing at their best. These positions will provide the necessary support across all three homes. Recruiting these positions is an opportunity to further develop improved programs and services, efficiencies and operations across the county.

## HR Generalist

The HR Generalist position will be dedicated to supporting the management teams in the three homes with their recruitment, labour relations, attendance and staff evaluation needs. Having one person responsible for these activities will drive quality, consistency and timeliness in an effort to enhance Grey County's standing as an employer of choice for long-term care staff.

## Corporate Quality Specialist

To support the long-term care department in achieving accreditation and enhancing the corporate quality and risk management programs a Corporate Quality Specialist will be recruited. The Specialist will be responsible for overseeing the coordination of accreditation and quality programs in the care communities. The specialist is responsible for developing and leading efficient, evidence-based processes and services related to accreditation, quality, clinical information systems within the organization and in keeping with relevant legislative standards and regulatory bodies.

## Corporate Clinical Specialist

To support the long-term care department in providing vision and leadership to improve overall clinical outcomes a Corporate Clinical Specialist will be recruited. The Clinical Specialist will work collaboratively with the interdisciplinary care teams within the care communities and across the industry to ensure residents have an environment that is safe, comfortable and promotes maximum resident independence and meets their physical, emotional, spiritual and social needs. The Clinical Specialist will lead the development, management, measurement and reporting of the overall clinical and risk strategic plan. They will coordinate best practice of care that is consistent with research evidence, professional standards. They will actively seek out and promote inter-organizational synergies to optimize resident care/service across Grey County's care communities.

## Legal and Legislated Requirements

Ministry of Long-Term Care Acts and Regulations, Ministry of Labour legislation, Resident's Bills of Rights and policies and procedures and any other relevant legislation and standards.

Nursing and personal support services

- 8** (1) Every licensee of a long-term care home shall ensure that there is,
- (a) an organized program of nursing services for the home to meet the assessed needs of the residents; and
  - (b) an organized program of personal support services for the home to meet the assessed needs of the residents. 2007, c. 8, s. 8 (1).

Continuous quality improvement

- 84** Every licensee of a long-term care home shall develop and implement a quality improvement and utilization review system that monitors, analyzes, evaluates and improves the quality of the accommodation, care, services, programs and goods provided to residents of the long-term care home. 2007, c. 8, s. 84.

## Financial and Resource Implications

These positions will provide the necessary expertise while offering savings from the former Sienna Senior Living support agreement.

The anticipated impact on the 2020 operating budget across the three homes is \$246,700 based on 9 months of salary and benefit costs being incurred in 2020.

## Relevant Consultation

- Internal (list) Long Term Care, Human Resources and Finance Staff.
- External (list)

## Appendices and Attachments

*Job Description HR Generalist, Corporate Clinical Specialist, Corporate Quality Specialist*

[DRAFT-Human Resources Generalist \(2019\)](#)

[DRAFT-Corporate Accreditation and Quality Specialist](#)

[DRAFT-Corporate Clinical Specialist](#)