



Committee Report

To:	Chair and Members of the Long Term Care Committee of Management
Committee Date:	September 14, 2021
Subject / Report No:	LTCR-CM-22-21
Title:	Grey Gables Optimizing PSW Schedules
Prepared by:	Tolleen Parkin, BSTU Project Coordinator
Reviewed by:	Jennifer Cornell, Director of Long Term Care, Kim Wingrove, Chief Administrative Officer
Lower Tier(s) Affected:	

Recommendation

1. That report LTCR-CM-22-21 regarding a Grey Gables Optimizing PSW Schedules be received and;
2. That the short shifts (less than 7.5 hours) at Grey Gables be extended to full shifts (7.5 hours), for the period of October 1 to December 31, 2021 and;
3. That the financial impact of \$41,438.25 as phase one in a strategy to optimize staffing resources be funded from Ministry of Long Term Care COVID Containment and Prevention funding

Executive Summary

To ensure positive outcomes for the increasing needs of residents and addressing workload and recruitment challenges the PSW schedule needs to be optimized. This optimization will require several interconnected steps:

- Phase One: Extending short shift (less than 7.5 hours) to full shifts (7.5 hours) for the period of October 1, 2021 to December 31, 2021 a total of 1,049 additional PSW hours.
- Phase Two: Working with staff and partners to develop creative schedules that provide flexibility and options to meet the needs of our PSW team
- Phase Three: Increase number of full-time positions available

Background and Discussion

Personal Support Workers (PSW) are a critical health human resource, providing a significant portion of the daily care needed to meet the needs of residents living in long term care homes. Increasing acuity of residents requires more attention from PSWs, increasing the workload experienced by these employees. Additionally, the pressures of the healthcare system, pandemic stressors, long term care legislated requirements, and scarcity of available workers increases the complexity of recruiting and retaining PSWS.

Shifts that are less than 7.5 hours are difficult to fill and recruit for. Therefore, staff are recommending that short shifts be extended to the full 7.5 hours to provide the best consistency and optimal care for residents, while providing stability and security to the scarce PSW resources. This will add 12 hours per day of direct resident care, creating two additional full-time positions (2.25 FTE) to the current traditional schedule at an annual cost of \$165,753 including benefits. Having all full shifts is a crucial step in creating schedules that are appealing and flexible to current and potential employees. Further, it is important to make this change as soon as possible in the current fiscal year to enhance our ability to recruit staff now during the current critical shortage. For the period of October 1st to December 31st, 2021 the total additional hours are 1,049 with a financial impact of \$41,438.25. If staff see success with this initiative the additional hours will be included in the 2022 Grey Gables budget at an annual cost of \$165,753 including benefits.

Following this change to the base schedule, staff will work with the union and Human Resources to create schedules that embrace our Colour It Your Way philosophy to provide the best work life balance for staff and best care for residents. This will be phase two of PSW schedule optimization, followed closely by phase three to increase the number of full-time positions. In order to compete for and retain this scarce resource optimizing the schedule is critical.

The Ministry of Long Term Care has committed to phasing in funding increases over the next 3 years to establish a care ratio of 4 direct care hours per resident per day. Direct care hours include RN, RPN, and PSW. Currently, Grey Gables is at approximately 2.91 hours per day, and this will increase to 3.08 with this increase in PSW hours.

In 2019, as described in LTCR-CM-44-19, Grey County Long Term Care began the work of addressing PSW shortages and unfilled shifts, but the task force was paused due to the pandemic. This task force is being revived and modified to address the changing circumstances related to the effects of new staffing challenges under the pandemic and beyond.

Legal and Legislated Requirements

None

Financial and Resource Implications

There is an additional cost of 1,049 hours of \$41,438.25 for the period of October 1, 2021 – December 31, 2021. The cost of the additional hours will be funded by the COVID Prevention and Containment funding.

This proposal will be included in the Grey Gables 2022 budget at an estimated annual cost of \$165,753. The source of funding for 2022 will be dependent upon the amount received for COVID Prevention and Containment funding and the funds remaining from Safe Restart Funding. If the staffing adjustment becomes permanent, when COVID funding is no longer available there will be a budget impact.

Subsequent costs for phase two and three will be provided in future reports, should there be any financial implications.

Relevant Consultation

- Finance Department
- Human Resource Department

Appendices and Attachments

[LTCR-CM-44-19 LTC Task Force Unfilled Shifts Update](#)