

To:	Warden Halliday and Members of Grey County Council
Committee Date:	August 9, 2018
Subject / Report No:	CAOR-CC-16-18
Title:	Amendment to Long Term Care Consulting and Support Services Agreement
Prepared by:	Kim Wingrove, CAO
Reviewed by:	Mary Lou Spicer, Lynne Johnson
Lower Tier(s) Affected:	
Status:	Recommendation adopted by Council as presented per Resolution CC82-18;

Recommendation

1. That Report CAOR-CC-16-18 Amendment to Long Term Care Consulting and Support Services Agreement be received; and
2. That the Amending Agreement between the Corporation of the County of Grey and Sienna Senior Living for the purpose of providing long term care support services as outlined in Schedule A for a term commencing immediately be approved until an Agreement to Approve a Management Contract is received from the Ministry of Health and Long Term Care.

Executive Summary

Council endorsed resolution CC74-18 on July 12, 2018 directing that the current agreement with Sienna Senior Living be amended to reflect the execution of a new, single source, full services management contract to support Grey County's long term care facilities. As noted in Report CAOR-CC-15-18, the new agreement requires approval from the Ministry of Health and Long-Term Care prior to execution. An amendment to the current Consulting and Support Services Agreement with Sienna will provide the support necessary to begin the implementation of recommendations from the operational review and commence the Homes' accreditation process.

Background and Discussion

Sienna will provide the services outlined in Schedule 2 of the contract amendment. These are as follows:

1. Sienna will undertake regular reporting to the Committee of Management. Sienna will work with the County designated representative and the Committee of Management in determining future accountability processes to be used after execution of a 5-year management agreement.
2. Sienna will provide consulting support to managers on areas of risk in order to implement the agreed upon recommendations of the operational review for quality, risk, and resident safety. Sienna will immediately commence addressing the quality and risk processes identified in the operational review upon which recommendations for achieving efficiencies and service improvements will be implemented in consultation with Grey County.
3. Sienna will assist and advise on the communications with Family Council, Residents Council, Union representatives, and employees regarding the role of Sienna, our approach, what to expect, our commitment and expectations. An extensive communication effort will be established, including monthly family meetings and monthly newsletters (if not in place). All staff meetings will be held weekly initially then monthly and departmental meetings will be held monthly or more frequently.
4. Sienna will begin implementation of its policy and procedure manuals and their quality improvement program, including legislative compliance readiness.

The following manuals will be provided to Grey County and implemented over time, starting with the areas of greatest need/risk.

- ❖ Nursing Administration
- ❖ Infection Prevention and Control
- ❖ Resident Care
- ❖ Recreation & Leisure
- ❖ Business Administration
- ❖ Dietary
- ❖ Laundry & Housekeeping
- ❖ Occupational Health and Safety
- ❖ Maintenance
- ❖ Emergency

5. Sienna will develop, in collaboration with Grey County staff, transition processes pertaining to corporate services (financial management, human resources, and procurement).

a) Financial Transition

- ❖ Assist and provide expertise into the development of the 2019 budgets
- ❖ Set up the 2019 approved budget in the Sienna format and begin to create financials

- ❖ Train the onsite office staff on the account codes for accounts receivable, resident billing procedures
- ❖ Work on the process with Grey County for banking, payment authorization, cheque signing

b) Human Resources

- ❖ Review of current human resource practices, issues and challenges
- ❖ Review of contracts, employment agreements, grievances

c) Purchasing/Procurement

- ❖ Review existing contracts for all services and supplies and compare to Sienna pricing and value added services. Recommendations will be developed for consideration by County staff, based on the findings.

6. Sienna will assess the training requirements of all staff, conduct a learning needs survey and develop and implement a training plan.
7. Sienna will provide consulting support on areas of risk and quality improvement. Processes to support the Administrators to provide daily direction to the managers to address areas of risk and non-compliance will be implemented. Sienna consultants will begin regular site visits to provide expertise as needed and will provide direction in accordance with the recommendations from the operational review.

Legal and Legislated Requirements

Legal advice was obtained when drafting the terms of the original agreement. MOHLTC has been advised of Grey County’s intent to enter into a managed services agreement with Sienna Senior Living.

Financial and Resource Implications

The cost of the consulting services as per Amendment 1 to the agreement is \$96,000 per month plus HST. Sources of funds will be those provided in report LTCR-CC-26-18 presented to Council on July 12, 2018.

Relevant Consultation

- Internal - Finance, Long Term Care
- External – Sienna Senior Living

Appendices and Attachments

[Sienna Operational Review and Redevelopment Services Agreement](#)

Amendment #1: Sienna Consulting and Support Services Agreement