

To:	Warden Hicks and Members of Grey County Council
Committee Date:	January 24, 2019
Subject / Report No:	CAOR-CC-04-19
Title:	Long Term Care Information Meeting
Prepared by:	Lynne Johnson, Director, Long Term Care
Reviewed by:	Kim Wingrove, CAO
Lower Tier(s) Affected:	Grey County wide
Status:	Recommendation adopted by County Council as presented as per Resolution CC13-19;

Recommendation

1. That Report **CAOR-CC-04-19 Long Term Care Information Meeting** be received for information.

Executive Summary

A Council educational workshop was held January 22, 2019 to review the reports related to long term care service delivery and home redevelopment that were prepared for previous Councils. After considering the available information, a number of areas were identified where new or updated information would be beneficial to Council for future deliberations, including updated growth projections for the population over 75 years, an analysis of how the levy contribution to home operations is spent, a summary of critical timelines for long term care redevelopment and an investigation into innovative models to address staffing shortages.

Background and Discussion

The Council long term care education workshop was held on January 22, 2019 for the purpose of providing a comprehensive overview of the reports and analysis related to long term care service delivery and redevelopment that have been shared with previous Councils. The format of the session included a PowerPoint presentation summarizing key pieces of information as well as opportunities for Councillors to work in small groups to reflect on what they'd heard and ask questions of clarification.

Summary of Information provided during the session.

Long Term Care is one part of a complex system providing a continuum of services for seniors to help them stay at home for as long as possible. Rockwood Terrace is part of more than 30,000 beds that need

to be redeveloped by 2025. The provincial government has committed to providing 15,000 new beds in the next 5 years and 30,000 over 10 years and has announced the allocation of 6,000 of those beds.

Council reviewed the current long term care service delivery environment and the timeline of information and decisions related to the required redevelopment of Rockwood Terrace by 2025.

1. Beginning in the 1940's municipalities could operate Homes for the Aged and receive funding from the Ministry of Community and Social Services on a 70/30 basis. In 1993, the Homes for the Aged were brought under the Ministry of Health and the Case Mix Index funding model introduced to provide additional funding for "heavy care".
2. With the enactment of the Long-Term Care Homes Act in 2010, nursing homes, homes for the aged and rest homes all came under the same legislation. Each upper tier municipalities is required to establish and maintain a long term care facility. Every long term care home (public or private) operates under the same Long Term Care Homes Act and is subject to the detailed regulations in O.Reg 79/10. There is one inspection and reporting system for all facilities. Across the province, municipalities operate about 21% of the beds. In Grey, the 790 beds are 40% municipally operated and 60% privately operated.
3. Residents in all long term care homes pay the same amount, based on the type of room. Costs range from about \$1800/mo. for a shared room to \$2641/mo. for private accommodation.
4. All homes receive the same resident funding per day. Nursing and Personal Care \$100.26, Programs and Support \$9.79, Raw Food \$9.54 and Other Accommodation \$56.16. (Total \$175.75) plus Case Mix Index funding based on acuity mix provincially.
5. Provincial priority since 2007 has been for people to age at home. Today, eligibility for placement in long term care is decided by the Local Health Integration Network in consultation with the resident's physician and requires that the individual's needs cannot be met by any other means in the home or community. Acuity levels in the homes have risen markedly such that 97% of residents have 2 or more chronic conditions, 61% take 10 or more different prescription medications and 90% have some form of cognitive impairment. The average age of a resident in Grey County long term care is 85 years. Average length of stay in 2016 declined to about 2.5 years from over 3.5 years in 2010.
6. Nine of 11 homes or 574 of 790 beds in Grey County require redevelopment by 2025 to maintain their operating license in good standing with Ministry of Health and Long-Term Care (MOHLTC).
7. Economies of scale and efficiencies in layout impact operating costs and care hours for residents.
8. Between 2007 and 2017, operating costs have increased about 4% annually, twice the consumer price index, about 43% in total. The levy portion has increased by 63% in the same 10 year period. Provincial contributions increases have occurred, however the and the resident

contribution has not increased in the same proportion as operating costs.

9. Pre 2010 – in 2006, Grey County paid for the refurbishment of Lee Manor with levy dollars. MOHLTC released a redevelopment program in 2009. There was a short application timeline and program limitations. Grey County didn't apply for funding but completed a preliminary consultation with an architect.
10. 2012/13 – Long Term Care Task Force established to review service delivery options available to the county that would support fulfilling obligations and determining desired level of ongoing investment. Beds were slated to be moved from Hanover and based on 2011 data, Grey had fewer beds than other parts of the South West Local Health Integration Network (SWLHIN). MOHLTC did not have additional beds available at that time.
11. 2014/15 –Enhanced LTC Home Renewal Strategy announced, including revised design standards and funding models. Grey completed redevelopment readiness survey. Available redevelopment funding is not indexed to inflation so over time the County's cost to redevelop increases. Need to provide province with 5 years notice to close beds, province can give the County 3 years notice if license not being renewed.
12. In 2016, consultant services were retained to analyze service delivery options and the financial impacts to operations. From a purely financial perspective, merging homes reduces the duplication and provides savings in administration and nursing. A redesigned facility improves workflow and the capital requirements for one new home are less than two. Strongest financial option was to move 100 beds from Durham to Markdale.

However, decisions regarding movement of beds are made at a system level by the SWLHIN and province. Staff engaged the SWLHIN to look at alignment between beds and population. Target concentration is between 80 and 110 beds per 1000 population over the age of 75. The SWLHIN analysis took into account the known intentions of other LTC providers for redevelopment projects, growth in the target population to 2031 and by lower tier municipality. Owen Sound and West Grey showed the highest growth in the target population by 2041.

13. In March 2017, Council directed staff to obtain management consulting expertise to develop a plan for a 166 bed facility in Durham. This would redevelop the 100 beds at Rockwood Terrace and include the 66 beds from Grey Gables. Once the redevelopment plan was approved by the province, a plan was to be developed to sell Grey Gables as a retirement/assisted living facility so that the occupancy dates for both the new build and conversion were aligned. Council requested additional information and CBRE was retained to do a market analysis and feasibility study on retirement living needs in southern Grey County and provide a valuation for Grey Gables. Further financial projections were brought forward to Council by staff in May 2017. Council voted in support of the 166 bed redevelopment plan in June 2017. Grey County's application under the Enhanced Long Term Care Redevelopment program was submitted in September 2017. Grey County also passed a resolution that we should continue to play a strong role in advocating for additional long term care beds operated by the private sector in

November 2017.

14. In the spring of 2018 a model for a 128 bed build in Durham was prepared but was not supported by Council.
15. Planning for the Future – “Baby boomers are likely to exhibit stronger preferences for independent living arrangements, greater autonomy and choice in services than previous generations.”
16. Aging at Home - Estimated that only about 10% of seniors >75 years will require long term care. Long term care is only 1 service in a continuum of care. Council reviewed the extensive list of current and potential list of services providers who could aid people to age well at home. It was recognized that these services are not consistently available across the County and many have funding challenges.
17. Seniors Housing Market Analysis showed unmet needs in the current supply of seniors housing which grew significantly over the 10 year horizon to 2026. Seniors apartments, memory care and assisted living were all badly needed in south Grey. Grey Gables was assessed as being a strong candidate for repurposing due to its layout and spacious rooms.
18. Key future considerations include an increasing senior population, increasing number of seniors requiring services who are not eligible for long term care, increasing demand for health care dollars in a time of provincial fiscal constraint and the significant labour force challenges facing the health care sector generally and long term care in particular.

A number of areas were identified where new or updated information would be beneficial to future deliberations. These include:

- updated growth projections for the population over 75 years;
- an analysis of how the levy contribution to home operations is spent;
- a summary of critical timelines for long term care redevelopment ; and,
- an investigation into innovative models to address staffing shortages.

Legal and Legislated Requirements

Long-Term Care Homes Act 2007

O.Reg. 79/10

Enhanced Long-Term Care Homes Redevelopment Initiative

Financial and Resource Implications

None with this report.

Relevant Consultation

- Internal: Long term care, Finance, Planning, CAO