



Committee Minutes

Committee of Management November 23, 2021 – 9:30 AM

The Committee met on the above date through electronic means with the following members participating:

Present: Councillors Dwight Burley, Scott Mackey, Christine Robinson, Brian O’Leary; Barb Clumpus and Warden Selwyn Hicks

Regrets: Councillor John Woodbury

Staff

Present: Kim Wingrove, Chief Administrative Officer; Jennifer Cornell, Director of Long-Term Care; Karen Kraus, Stacey Goldie and Shannon Cox; Executive Directors; Renate Cowan, Accreditation and Quality Specialist; Mary Lou Spicer, Director of Finance; Joanna Alpajaro, Deputy Treasurer; Markus Hawco, Financial Analyst, Denna Leach, Clinical Specialist, Jenn Moreau, Director of Human Resources; Heather Morrison, Clerk, Rob Hatten, Communications Manager and Tara Warder, Deputy Clerk / Legislative Coordinator

Call to Order

Chair Mackey called the meeting to order at 9:30 AM.

Declaration of Interest

There were no declarations of interest.

Reports

LTCR-CM-23-21 Long-Term Care COVID-19 Status Update

Jennifer Cornell provided a long-term care status update. Ms. Cornell noted that it was announced on November 3rd that there will be a rollout of COVID-19 booster shots. The province has outlined the requirements for long term care staff to get vaccinated with a

deadline of December 13, 2021 for both doses. As of November 15th, 97% of Grey County long-term care team members have had at least one dose. There are about 15 – 17 staff who are currently waiting for their second dose and by December 13th, it is anticipated that all long term care staff will be fully vaccinated.

Surveillance rapid testing continues to be completed, as well as random testing as required by the Ministry directive.

Infection prevention and control (IPAC) strategies continue to focus on infection prevention and control audits. Influenza vaccination clinics have also been rolled out.

The Ministry of Long Term Care released information on its Proactive Inspections Program. Over the next two years, the Ministry will be recruiting additional inspectors and support staff. It is anticipated that there will be a ratio of one inspector for every two homes.

It was further noted that AdvantAge Ontario held its annual awards celebration and Grey County's Designated Care Provider (DCP) program received an honourable mention. This award recognized an innovative program in the provision of services of seniors. Staff are very proud of the teams for their commitment as well as the DCPs for the essential role they play.

CM32-21 Moved by: Councillor Burley Seconded by: Councillor Clumpus

That report LTCR-CM-23-21 regarding a Long-Term Care COVID-19 Status Update be received for information.

Carried

LTCR-CM-24-21 Long-Term Care Operational Report August 15-October 14, 2021

Denna Leach provided an overview of the operational report, speaking to the quality chart for the first quarter. She noted that acuity has increased, and additional training, education and support will be needed as changes in acuity are realized.

Stacey Goldie then provided an overview of compliance inspections by the Ministry. She summarized the Infection Prevention and Control (IPAC) inspections. There are specific items that were to be adhered to as a result of recent inspections and she confirmed these have been completed. She then outlined the complaint inspections and corrective actions. Actions included auditing and reviewing care plans to ensure staff can deliver care, providing re-education, safety checks, reviewing medication practices and reviewing policies with staff.

She then noted that a respiratory outbreak was declared at Lee Manor and Rockwood Terrace. In both cases, the agent was the rhinovirus/common cold. The outbreaks have since been declared over.

Ms. Goldie then provided a Colour It story, noting that a resident has taken on a leadership role in one of the homes and will be leading a painting class for other residents.

Questions were addressed regarding the prioritization of ministry corrective actions and increasing acuity. Staff noted that Grey County is very proactive in following up with items from the Ministry. The Province's plan to increase the number of inspections will counter some of the concerns that may be present in other jurisdictions. Staff noted that the level of acuity we see today requires a variety of medical interventions that historically were not found in long term care.

The Committee inquired about things the County could be doing to position long term care for the future. If long term care is resembling health care more and more, that needs to be recognized. Staff noted that this is being recognized provincially and in the health care field. The province has made investment in nurse practitioners to support long-term care homes and bring in another level of skill. Grey County is also well positioned in terms of building relationships with community and hospital partners. Grey County is also part of the Ontario Health Team structure. The importance of partnerships was stressed.

Shannon Cox then presented an update, noting that Grey Gables recently enjoyed live entertainment. Some residents also participated in a bus tour to Beaver Valley to see the fall colours. A student has also completed an internship with the nutrition manager and she hopes to continue her growth and development in long term care upon graduating.

Karen Kraus noted that Rockwood Terrace has been participating in the Terry Fox event for several years. The residents walked out in the garden and raised almost \$700 for the event. She thanked all those who participated and donated to the cause.

CM33-21 Moved by: Councillor O'Leary Seconded by: Warden Hicks

**That Report LTCR-CM-24-21 Long-Term Care Operational Report
from August 15, 2021 – October 14, 2021 be received for information.**

Carried

LTCR-CM-25-21 Grey Gables Behavioural Support Transition Unit Status Update

Tolleen Parkin addressed the Committee on the status of the Behavioural Support Transition Unit (BSTU). This project is about positioning the County in a way to help local homes across Grey and Bruce Counties. Staff have been working hard on training for the BSTU. Some small construction projects have been completed to accommodate the Unit. The pilot will end in 2023.

Ms. Parkin noted that the budget is \$1.26 million for each of the two years. Additional funding may be required in the second year of the project, however there are no plans to have this project impact the levy. Staff are in discussions with the Local Health Integration Network/Ontario Health West on addressing the anticipated shortfall.

Recruitment for the BSTU was then discussed. There are still some vacancies to fill, but there has been success in filling many vacancies. Long term care staff are working with Human Resources to maintain coverage for the homes where internal staff would like to work in the Unit.

Questions were addressed regarding training for staff to assist residents who exhibit more violent behaviours.

CM34-21 Moved by: Councillor Robinson Seconded by: Councillor Clumpus

That report LTCR-CM-25-21 regarding a Grey Gables Behavioural Support Transition Unit Status Update be received for information.

Carried

LTCR-CM-26-21 Long Term Care Recruitment and Retention

Jennifer Cornell provided an update on long term care recruitment and retention, noting it is important to highlight the initiatives that are being implemented.

Ms. Cornell outlined the task force structure and history. Many strategies are underway. Statistics were outlined surrounding new hires, terminations as well as number of interviews conducted.

Colour it Your Way is a culture shift from the institution care model to a person centred relationship focused model of care. She noted that the model also applies to staff. Staff want to feel they are a part of something, their work is valued, and that they work for an organization with integrity.

She spoke to wellness and operational supports. Team members continue to be supported with educational leaves of absence to gain new skill sets. Staff have also

identified opportunities to make improvements to the orientation program. Future plans were outlined.

Creative scheduling has been introduced to offer consistency in staffing and improve work-life balance. She outlined the strategies that have been introduced in this regard.

She outlined strategies for recruitment as well as partnerships that have been forged with this project.

Questions were addressed regarding staff shortages and staff burnout. It was noted that burnout is a concern. The recognition events continue, the Employee Assistance Program (EAP) is very accessible and bringing back a formal wellness program with the committee and structured formal initiatives is something that is anticipated to start in the new year. Staff continue to use the Colour It Your Way philosophy and there is a need to be kind and compassionate. Further questions were addressed regarding collective bargaining and unions.

CM35-21 Moved by: Councillor Burley Seconded by: Warden Hicks

That Report LTCR-CM-26-21 regarding a Long-Term Care Recruitment and Retention update be received for information.

Carried

LTCR-CM-28-21 Long Term Care Financial Update and Projection as of September 30, 2021

Joanna Alpajaro presented the above report. Staff are projecting an operating budget deficit of \$845,300 for the three homes, however, is expected to be offset by a capital surplus of \$97,000. \$353,700 is related to COVID so will be funded through the Safe Restart Funding. The remaining balance of \$394,600 will be funded from reserves.

She addressed the negative variance attributed to a decrease in Case Mix Index funding for the three care communities, an unexpected loss of five temporary bed licenses, raw food shortfalls and unbudgeted staffing costs.

Questions were addressed regarding rising food costs and overtime costs.

CM36-21 Moved by: Councillor Robinson Seconded by: Councillor Burley

That Report LTCR-CM-28-21 regarding a Long-Term Care Financial Update and Year-End Projection as of September 30, 2021 be received for information.

Carried

LTCR-CM-27-21 Long Term Care 2022 Budget

Jennifer Cornell addressed the Committee on the proposed 2022 long term care budget.

The proposed budget contains operating and capital expenses of just under \$38 million and includes a net levy requirement of \$8,166,100. There have been a lot of changes required from the province and the Ministry's commitment to staffing levels are also having an impact.

If there are areas that are impacting that levy that the Committee would like to see changed, there are some projects that can be moved to 2023 without affecting health and safety and functionality.

Staff will look for other opportunities to reduce the overall levy impact.

CAO Wingrove noted that with a new council forming in 2022, staff across all departments have been asked to include projects that they know they can get done in 2022. Staff are asking for the Committee's support for staff to use discretion in adjusting the proposed budget to find reductions so that it reflects the best possible scenario.

Concern was expressed by the Committee regarding overages and taking money from reserves to cover these. The pandemic has facilitated a lot of additional costs and the need to pull from reserves, however this is not sustainable.

CAO Wingrove noted that staff need to have a further look at the way that revenue and expenses have been incurred in the department. There is a recognition that timely discussions need to happen with this Committee to ensure early direction is provided.

Mary Lou Spicer spoke to the loss of the five temporary bed licenses and the difficulty in predicting the CMI. The biggest challenges are the 24/7 operations in the organization. Staff will do their best to try and find other opportunities for reductions in the budget.

Concern was expressed by the Committee with the amount of money being spent on health care. Council needs to take some responsibility in this regard and there are discussions that can take place to help in advocating.

It was noted that Grey County has made a commitment to increase staffing and creating a different work environment for team members to help with staffing issues. Staff are actively using agencies to fill shift shortages and that does come with a cost. Investments have been made in the buildings and the model of care that is being embraced has helped with Grey County's excellent record during the pandemic.

Concern was expressed by the Committee on the CMI.

A request was made to staff to provide information on what the significant changes have been in staffing from 2019 to now.

CM37-21 Moved by: Councillor Clumpus Seconded by: Councillor O'Leary

That report LTCR-CM-27-21 regarding the proposed 2022 Long-Term Care budgets be received; and

That the 2022 Long-Term Care budget, as presented, be forwarded to County Council as part of the overall corporate budget package for consideration; and

That staff be authorized to include redevelopment costs funded from reserve as well as reduce levy requirements should additional information become available.

Carried

Other Business

There was no other business.

Next Meeting Dates

January 18, 2022

On motion by Councillors Clumpus and O'Leary the meeting adjourned at 11:49 AM.