

To:	Chair Burley and Members of the Committee of Management
Committee Date:	June 12, 2018
Subject / Report No:	LTCR-CM-20-18
Title:	Single Source- Staff Agency Contract
Prepared by:	Lynne Johnson, Director of Long Term Care
Reviewed by:	Km Wingrove, Chief Administrative Officer
Lower Tier(s) Affected:	All Grey County
Status:	

Recommendation

1. That report LTCR-CM-20-18 regarding a single source contract for supplementary staffing be received and that staff be authorized to enter into a three year contract with Plan A for the provision of supplemental staffing; and
2. That a by-law be brought forward for Councils consideration.

Executive Summary

Long term care homes need a stable and consistent work force that includes registered staff and personal support workers. Recruitment and retention of health care workers in Long Term Care is an increasing challenge both locally and provincially.

Background and Discussion

Our homes provide competitive wages/benefits and training programs to support the success of each team member. We utilize a variety of methods to recruit including Indeed, Facebook and job fairs with some success. Unfortunately, the recruitment numbers are insufficient to meet the actual staffing requirements.

We have been working with a staffing agency for a number of years with moderate success. Recently staff became aware of a new staffing agency which provides Registered Nurses, Registered Practical Nurses and Personal Support Workers exclusively for long term care homes. The company, "Plan A" has experience in providing staff to areas outside of the GTA including Sudbury, Sault St Marie and Manitoulin Island. They have recently opened an office in Simcoe County.

A meeting was held with Plan A to better understand the services they provide and gauge whether they could meet the needs of the County homes. In the meeting, Plan A provided an overview of their services and client staffing data from a comparable sized organization. The data showed that during the first quarter of 2018, the comparator home was able to increase their overall shift coverage by 30% with the use of Plan A supplemental staff.

The primary focus of Plan A is providing staff for long term care homes and recruitment is their first priority. They find that their employees enjoy the scheduling flexibility that their business model offers. Highlights of services provided by Plan A include:

- Complete team member screening including police check and immunizations
- CPR training and N95 mask fitting
- Team members educated on Ministry of Health and Long Term Care standards
- Staff trained on electronic documentation platforms prior to starting in the home
- Organizations have the ability to hire directly from the Plan A staffing pool

Legal and Legislated Requirements

The Long Term Care Homes Act 2007 requires long term care homes to have a staffing plan that meets both resident and operational needs.

Agency staffing does not fully meet legislative requirements however Plan A will provide an option to meet operational needs. Supplemental agency staffing would only be utilized when the homes are unable to fill shifts from the existing staff pool.

Financial and Resource Implications

The combined master schedule requires over 12,000 hours on a biweekly basis for Registered Nurses, Registered Practical Nurses and Personal Support Workers. In 2017, the homes collectively paid out \$455,000 in overtime, primarily in the nursing department. Based on data from the first ¼ of 2018, we anticipate that overtime costs will be higher this year. Overtime is a vicious circle: staff that work a lot of overtime become tired which results in them being unable to work their regularly scheduled shifts.

Despite the payment of overtime, there were days that the homes were not staffed at the optimum levels. Agency staffing is utilized after internal staffing resources have been exhausted. In 2017 the homes spent \$116,000 for agency staff. It is difficult to estimate the annual cost for the contract however it is reasonable to predict that it could easily double if the agency was able to supply the required staff levels which are necessary to meet the needs of the residents and Ministry of Health and Long Term Care requirements for care.

Staffing is a challenge and we were impressed by the professionalism and innovative approach to service, including the sole focus on long term care staffing, and the ability of the organization to hire from the agency pool of staff. This is a specialized market and staff recommends a single source purchasing agreement. A single source agreement will also allow for the timely implementation of a contract and facilitate supplementary staffing.

The Plan A fee structure outlines the hourly wage rate by classification, conditions for travel and other expenses. Their services will only be sourced when internal efforts are unsuccessful.

A contract can be terminated with 30 days' notice and a three year contract with Plan A is recommended. Service under the contract will be monitored by the homes.

Relevant Consultation

Internal Administrators Grey Gables, Lee Manor, Rockwood Terrace, Finance Department, Agreements

External Plan A

Appendices and Attachments

None