



**Notice and Agenda
United Counties of Leeds and Grenville
Maple View Lodge Committee of Management**

Tuesday, September 10, 2019

9:00 am

**Maple View Lodge, Upstairs Training Room
746 County Road 42, Athens, Ontario**

	Pages
1. Call to Order	
2. Adoption of the Agenda	
3. Disclosure of Pecuniary Interest and General Nature Thereof	
4. Adoption of the Minutes of the Previous Meeting	
4.1 Meeting Minutes Dated June 11, 2019	1 - 7
5. Delegations/Presentations - Nil	
6. Correspondence, Communications and Petitions -Nil	
7. Information Items - Nil	
8. Staff Reports	
8.1 Report No. MVL-005-2019: Capital and Operational Update	8 - 13
8.2 Site Visitations	
8.3 Updated Financial Information	
8.4 Project Management RFP	
9. Sub-Committee, Ad Hoc Committee and Member Reports	

10. Unfinished Business

10.1 Action Items List From June 11, 2019

14 - 14

11. Announcements

12. Questions from the Media

13. Questions from the Public

14. Notice of By-law/Notice of Motion

15. Closed Meeting - Nil

16. Adjournment

**United Counties of Leeds and Grenville
Maple View Lodge Committee of Management
Minutes**

Tuesday, June 11, 2019

9:00 a.m.

**Maple View Lodge, Upstairs Training Room
746 County Road 42
Athens, Ontario**

Members Present: Herb Scott, Chair, Pat Sayeau, Warden, Roger Haley,
Arie Hoogenboom, Robin Jones

Staff Present: Andy Brown, Chief Administrative Officer
Linda Chaplin, Maple View Lodge Administrator
Pat Huffman, Treasurer
Kristen Argue, Director of Corporate Services
Lesley Todd, Clerk

1. Call to Order

The Chair called the meeting to order at 9:00 a.m. and noted Mr. Malanka sends his regrets.

2. Adoption of the Agenda

Resolution No. MVL-008-2019

Moved by Roger Haley

Seconded by Robin Jones

THAT the Agenda for the June 11, 2019 meeting of the Maple View Lodge Committee of Management be adopted as circulated.

CARRIED

3. Disclosure of Pecuniary Interest and General Nature Thereof - Nil

4. Adoption of the Minutes of the Previous Meeting

4.1 Meeting Minutes Dated May 1, 2019

Resolution No. MVL-009-2019

Moved by Arie Hoogenboom

Seconded by Robin Jones

THAT the Minutes of the Maple View Lodge Committee of Management meeting held on May 1, 2019 be adopted as circulated.

CARRIED

5. Delegations/Presentations - Nil

6. Correspondence, Communications and Petitions - Nil

7. Information Items - Nil

8. Staff Reports

8.1 Report No. MVL-004-2019: Capital and Operational Update

Ms. Chaplin reviewed the report, which highlighted the Capital Budget, Ministry Compliance, Best Practice Spotlight, staff preparation for expansion, operational indicators, redevelopment per diem increases, potential funding reductions, and potential site visit locations.

Related to the Capital Budget, Ms. Chaplin noted some capital works will not go ahead in 2019 due to the bed announcement, unless there are health and safety issues. Related to the Ministry Compliance, Ms. Chaplin said Maple View Lodge (MVL) has a clean slate for compliance after a follow-up from an incident in August of last year and comprehensive training has been completed. Ms. Chaplin thanked the members who attended the Best Practice Spotlight launch and noted a fifth Best Practice Guideline namely, Personal and Family Centred Care was added to the designation. She added staff have really embraced the program. In preparation for the expansion, Ms. Chaplin said she feels it is never too early to prepare staff and MVL has engaged a Culture Change expert to train all levels of staff.

Ms. Chaplin said it is status quo for the operation of MVL, noting tour rates and enquiries are up, and absenteeism is at 11% which equates on a yearly basis to two full time staff.

In response to a question from Ms. Jones regarding an improvement in absenteeism since Ms. Chaplin was hired, Ms. Chaplin felt it had reached a plateau. Ms. Argue added Ms. Chaplin had focused on attendance and provided consistency with policies, and the addition of an Occupational Health Nurse has helped. Ms. Chaplin noted the work staff performs is heavy physically and challenging mentally, and accommodations to bring employees back into the workplace are in place.

Ms. Chaplin said the Ministry has announced a change in the per diem for redevelopment; an increase from \$16.65 to \$18.03, with an additional \$1.75 (total \$19.78) per diem as the basic preferred bed ratio will change to 50/50 for the redevelopment. She also noted the Case Mix Index (CMI) went up and MVL will receive an additional \$31,068 for 2019.

9. Redevelopment

9.1 Terms of Reference - Scope and Reporting related to the Redevelopment Project

Mr. Brown noted the current Terms of Reference for the Committee does not address duties regarding actions that may be needed for the redevelopment project. He suggested preparing a report for Council to amend the Terms of Reference in order to add:

Redevelopment of Maple View Lodge:

- provide political oversight of the construction of a new, 192-bed long-term care facility and repurposing the existing Maple View Lodge, based upon Council's decisions and direction;*
- provide regular reports to Council on the progress of the project, including any changes, decisions or issues that may require Council's decision*
- work with the Project Manager in the design and construction of the new long-term care facility*

He also suggested the Maple View Lodge Committee of Management report directly to Council rather than through the Committee of the Whole as currently

stated in the Terms of Reference. Ms. Jones felt there should be regular reporting of the Committee's activities to Council and suggested the reporting be a regular agenda item.

The Committee directed Mr. Brown to prepare a report for the June Council meeting.

Mr. Scott felt the hiring of a project manager was important as the last redevelopment project did not have one, and felt there would be an impact on staff due to additional work. Mr. Brown added a final design would need to be approved by Counties Council and the Ministry of Health and Long-Term Care. It was also important to ensure the right level of authority was in place for staff, the Project Manager, the Committee and Council.

9.2 Ministry Update

Mr. Brown noted Ms. Chaplin had explained the additional funding announcement related to redevelopment and said he and Mrs. Huffman will need to review the financial information related to the redevelopment project and report to the Committee and Counties Council.

9.3 Request for Proposal - Project Manager

Mr. Brown provided information on what would be used in compiling a Request for Proposal (RFP) for a Project Manager which included general responsibilities, financial advisory services support, management of design, management of construction and related tasks, post move follow up, and optional duties (furniture, fixtures, and equipment, move support, and operational readiness).

Mr. Brown noted the process with the Ministry has already commenced related to the policy and licensing area and there will be processes with other Ministry branches. The design will need to be finalized before a Development Agreement can be sent to the Ministry. He reviewed RFPs from other municipalities to develop this document, and noted the financial advisory services will not impact the responsibilities of the Treasurer and will help to develop long-term capital needs that will be part of the Counties' Asset Management Plan. As part of the project management there will be other engineering consultants, a process to manage all approved change orders, and the individual/firm will need to be able to deal with ministry officials. He noted there are only three or four multi-disciplinary firms that could potential qualify to do this type of work.

Mr. Brown requested the Committee send him comments related to the document as soon as possible. The next step is to create the RFP in the Counties' standard procurement templates, which will include qualifications, the evaluation process, and a draft contract.

In response to a question regarding the cost of project management services for this type of project, Mr. Brown said it is usually a fixed price based on the scope of the project, however would be budgeted as a percentage of the project. He will contact the United Counties of Prescott-Russell and find out what their project management costs were.

9.4 Tentative Timeline

A timeline was provided in the agenda package and will be updated as the project moves along.

Mr. Brown discussed an overview of long-term care and how it is delivered by three different sectors; being private sector (58%), non-profit/charities (24%), and municipal (16%). He noted the three sectors are different, however, the funding is similar for all. He said the Counties is legislated to have a home for the aged and has two; MVL, which is county-owned, and St. Lawrence Lodge, which is a partnership with Brockville, Gananoque and Prescott. He explained the key difference between the private/non-profit/charities sector and the municipal sector is the licensing – the Province “licenses” beds in the private and non-profit sectors, but “approves” beds for the municipal sector. Mr. Brown reviewed a list of the eight long-term care homes in Leeds and Grenville totaling 759 beds and said the Province has allocated 226 new beds in Leeds and Grenville; 94 beds for Bayfield Manor, Kemptville, and 132 for Maple View Lodge.

Mr. Brown also provided a background on Maple View Lodge from its redevelopment in 2004 to 60 beds, work the Counties has done with Sherwood Park Manor, and the current situation with the announcement of the Counties additional beds.

10. Unfinished Business

10.1 Action Items List From May 1, 2019

The Committee reviewed the Action Items.

11. Announcements - Nil

12. Questions from the Media

There were no members of the media present.

13. Questions from the Public

There were no members of the public present.

14. Notice of By-law/Notice of Motion - Nil

15. Closed Meeting

Resolution No. MVL-010-2019

Moved by Robin Jones

Seconded by Arie Hoogenboom

THAT the Maple View Committee of Management, as provided in Section 239 (2) of the Municipal Act, 2001 S.O. 2001 Chapter 25, move into a closed meeting at 9:55 a.m. to address matters pertaining to a position, plan, procedure, criteria or instruction to be applied to advice that is subject to solicitor-client privilege; specially Letter of Intent with Sherwood Park Manor.

CARRIED

15.1 Letter of Intent – Sherwood Park Manor

Resolution No. MVL-011-2018

Moved by Pat Sayeau

Seconded by Arie Hoogenboom

THAT the closed meeting adjourn and the open meeting of the Maple View Lodge Committee of Management resume at 10:35 a.m.

CARRIED

15.3 Reporting Out of the Closed Meeting

The Chair reported the Committee met in closed session to discuss matters pertaining to advice that is subject to solicitor-client privilege; specifically the Letter of Intent with Sherwood Park Manor and provided instruction to staff.

16. Adjournment

Resolution No. MVL-012-2019

Moved by Arie Hoogenboom

Seconded by Robin Jones

THAT the meeting of the Maple View Lodge Committee of Management adjourn at 10:36 a.m.

CARRIED

Herb Scott, Chair

Lesley Todd, Clerk

SEPTEMBER 10, 2019

MAPLE VIEW LODGE COMMITTEE OF MANAGEMENT

REPORT NO. MVL-005-2019

CAPITAL AND OPERATIONAL UPDATE

**LINDA CHAPLIN,
ADMINISTRATOR, MAPLE VIEW LODGE**

**ANDY BROWN,
CHIEF ADMINISTRATIVE OFFICER**

INFORMATION

CAPITAL and OPERATING BUDGET UPDATE

The 2019 approved Capital Budget continues to be monitored with careful consideration that an alternate use of the current building is proposed for the future and a new building will bring its own design and aesthetics with respect to furniture and portable equipment. Previously approved items such as a renewed security system (\$30k) and therapeutic tub replacement (\$26k) are deferred as a result.

Preliminary Operating Budget projections for month-end July 2019 show that Maple View Lodge (MVL) is on or slightly under budget.

MINISTRY COMPLIANCE UPDATE

Maple View Lodge is in full compliance at this time.

Inspectors followed up as required by legislation without on-site visits regarding acceptable remedial actions taken by management with two Critical Incident Reports.

STAFF PREPARATION FOR EXPANSION

BEST PRACTICE SPOTLIGHT ORGANIZATION (BPSO) PRE-DESIGNATION

Work continued throughout the summer with the BPSO initiative. Purposeful Rounding has been added to our clinical practices as well as a 5th Best Practice Guideline (BPG), Person and Family Centred Care. Gap Analysis is underway with implementation in the fall months.

As part of the pre-designation mandate, a workshop is scheduled September 25, 2019 at MVL for regional Long-Term Care Homes (LTC) to be part of the BPSO journey to share learning and experiences.

Education for frontlines care providers and clinicians continues through the BPSO initiative as well as added programs through FCS International™ that will focus on leadership training, assessment skills, accountability and responsibilities under the LTC Homes Act.

New internal clinical performance standards are established regularly through benchmarking with provincial indicators. This exercise can be carried out more effectively using the new analytics software. (Attached Analytics Report (1))

Solid, proactive recruitment strategies in collaboration with the Human Resources Department are under development in anticipation of more than tripling staffing in a 192-bed home e.g. Job Fairs, liaison with post secondary health faculties, website and written material updates, researching HHR government incentives etc.

OPERATIONAL INDICATORS

MVL continues to monitor monthly data on a number of administrative, clinical and human resources indicators to track patterns or trends that impose risk, suggest desirable improvements or reflect organizational health including:

- i) Waitlist -131-** 16% increase from June/19 report. Demand for preferred accommodation** remains at ~50%. This informs the ideal room type in an new build.** The cost differential is retained and one of very few revenue sources available to long term care.
- ii) Prospective Applicants** – 27% increase from June 2019. As demonstrated by i) in-person facility tours decreased slightly as typical during summer months ~ 19 tours/mos. ii) telephone, e-mail, drop-in enquiries~14/mos.
- iii) Occupancy**
Consistent at 97-100%
- iv) Human Resources**
Ontario Nurses Association (ONA) contract negotiations for contract renewal are underway. One ONA grievance is in process and has been referred to arbitration.

Ontario Public Service Employees Union (OPSEU) contract negotiations are scheduled throughout the fall. One grievance was settled with a partial award. An additional Step 1 grievance was received August 27, 2019.

23 Human Resources indicators are measured on a monthly basis to determine trends or patterns. Notable is absentee hours in Quarter 2 related to Registered Nurses and other sick time, vacation staff shortages, etc. (Attached Q1/Q2 HR Indicators Report #2)

v) Clinical Indicators

A new analytics module is now live in our electronic documentation system that allows compilation of all the resident domains that measure quality with pre-established benchmarks. (See Attachment #1)

FUNDING REDUCTIONS

As previously reported, High Wage Costs Transition and Structural Compliance funding reductions (effective October 2019) experienced by a number of LTC's do not apply at MVL.

PUBLIC INQUIRY (Wettlaufer) REPORT SUMMARY

This 1500 page report has been received. Staff will be making some changes as appropriate to ensure the safety and security of our residents. For example, as recommended, a window can be installed for direct view into the Medication Room. Design features for the new building will incorporate structural and workflow recommendations as a proactive measure.

Myths Debunked Include:

The Offences were mercy killings –NOT TRUE. EW did not end any of the victims' "suffering" –these victims were still enjoying their lives and time with their loved ones. She committed the crimes for her own gratification; in her confession, she said she felt "euphoric" after killing.

The pressures on the LTC system will pass once the baby-boom generation is gone –NOT TRUE. Increasing life expectancy and low birth rates = more older Canadians in general; pressure from aging population will continue even after baby-boomers have passed. Pressure on LTC system is not just about number of seniors, but also their rising acuity.

The threat that EW represents is gone because she is in jail, serving a life sentence –NOT TRUE. There is growing research on the prevalence of healthcare serial killing in Canada and around the world.

The Offences caused only limited harm –NOT TRUE. The victims and their families were severely impacted and traumatized by this tragedy. It had ripple effects in the immediate and broader communities. It has shaken public confidence in Ontario's LTC system and there was a public sense of betrayal that these crimes were committed and left undetected.

PROPOSED SITE VISITS- LTC HOMES + Campus of Care

Campus of Care -Municipal

Georgian Manor, Georgian Village – Residences/Georgian Suites/Terraces-
Penetanguishene

Campus of Care- Charitable

- 1) Parkwood Mennonite Home/Parkwood Suites – Waterloo
- 2) Ritz Lutheran Villa/Ritz manor Apartments- Mitchell
- 3) Residence St. Louis – Ottawa East -198 LTC beds + Bruyere Village -- 227 Apartments
- 4) Perley Rideau Veterans Centre- Ottawa- 450 LTC beds., Seniors Village – 150 Apartments, 12-bed Guest House

Logistics with site visits (date(s),travel etc.) can be established following Committee of Management interest and availability.

LINDA CHAPLIN
ADMINISTRATOR, MAPLE VIEW LODGE

DATE



ANDY BROWN
CHIEF ADMINISTRATIVE OFFICER

August 29, 2019
DATE

Administration Division

Clerks
Economic Development
Maple View Lodge

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Facility QI Dashboard

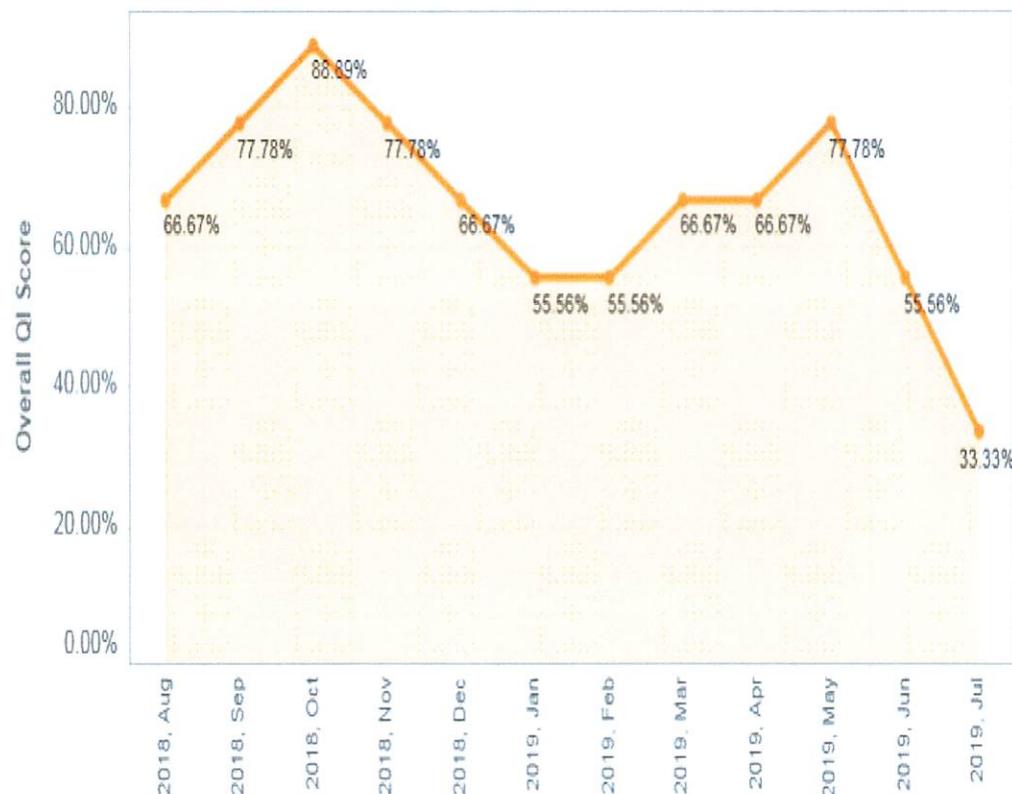
QI Classifications CIHI |
 Target Year 2019 |
 Target Month Jul |
 Facility Name Maple View Lodge |
 Period Quarterly |
 Line Of Business (All)

[Go To Crosstab:](#)

Quality Indicator

Domain	QI Code	QI Name	QI Score
Activities of Daily Living	ADL05	Imp or Indep in mid-loss ADL [^]	17/42 (40.48%)
	ADL5A	Worse or Dep in mid-loss ADL [^]	12/42 (28.57%)
Falls	FAL02	Has fallen [^]	6/51 (11.76%)
Medications	DRG01	Antipsych w/o dx [^]	3/33 (9.09%)
Mood	MOD4A	Worse mood w/ symp depression [^]	25/51 (49.02%)
Pain	PAI0X	Has pain [^]	1/51 (1.96%)
	PAN01	Worsened pain [^]	5/51 (9.80%)
Pressure Ul.	PRU06	Worse Stage 2-4 PU [^]	6/51 (11.76%)
Restraints	RES01	Daily physical restraints [^]	11/50 (22.00%)

Trend for Overall QI



PERFORMANCE INDICATOR PROPERTIES – ADMIN / HUMAN RESOURCES

	Jan	Feb	Mar	Apr	May	Jun
# of Grievances OPSEU	1	0	3	0	1	0
# of grievances ONA	0	0	0	1	0	1
% Absenteeism in the month	0.11	0.11	0.11	0.11	0.18	0.2
Staff Turnover Rate	0.04	0.01	0.03	0.01	0.05	0.02
# of Vacant Positions at End of Month (incl Casuals)	5	6	3	6	4	2
Total # Scheduled Hours	8482.3	7773.75	8880.42	8757.75	9056.5	8414
Total # Hrs. Absent	942.75	824.75	938	1001.5	1609.75	1676.25
% Absenteeism in the month	0.11	0.11	0.11	0.11	0.18	0.20
# of Recruitment Interviews Completed	2	4	3	3	4	2
# of Employees Hired Within the Month	2	0	4	5	3	3
WSIB Claims for the Month	4	0	3	1	4	2
WSIB Lost time for the Month for New Claims (Days)	27	43	27.5	11	2	0
WSIB Claims for the Month	4	0	3	4	1	2
WSIB Lost Time Days - YTD- Days	27	70	97	108	110	110
Active WSIB Files	2	3	2	2	2	1
Total # of Employees	100	99	100	104	99	97
# Vacant Pos'n(incl vacant Casual)	5	6	3	6	4	2
# Employees Resigned	4	1	0	0	5	2
# Employees Hired	2	0	4	5	3	2
Staff Turnover Rate	0.04	0.01	0.03	0.01	0.05	0.02
# Employees Terminated	0	0	3	1	0	0
# Employees Accommodated	2	3	2	2	4	3
# Modified Work Hours	41	129.5	124.25	197.5	256.5	115.5
Total Number of Volunteer Hours Logged for the Month	47	6	71.5	71.5	86.75	49.25

ACTION ITEMS– MVL COMMITTEE OF MANAGEMENT
UPDATED FROM JUNE 11, 2019

Date	Item	Description	Assigned To:	Status
11-Jun-10	Site Visitations	Staff are to provide sites and dates for 2 – 3 site visits for Committee members	Mr. Brown Ms. Chaplin	Anticipated Completion: Unspecified
11-Jun-10	Financial Costs re Redevelopment Project	Staff are to revise the financial information for the redevelopment project.	Mr. Brown Mrs. Huffman	Anticipated Completion: Unspecified