



CITY OF HAMILTON
COMMUNITY AND EMERGENCY SERVICES
Macassa and Wentworth Lodges

TO:	Chair and Members Emergency & Community Services Committee
COMMITTEE DATE:	September 22, 2014
SUBJECT/REPORT NO:	New 100% Funded Positions at Macassa and Wentworth Lodges (CES14058) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Vicki Woodcox 905-546-2424, ext. 4827
SUBMITTED BY:	Joe-Anne Priel General Manager Community & Emergency Services Department
SIGNATURE:	

RECOMMENDATION

That an increase of staff complement of 2.4 Full-Time Equivalents (FTEs) (one Nurse Manager and 1.4 FTE Administrative support), to provide additional nursing and support services care at Macassa and Wentworth Lodges, funded 100% through the Ministry of Health and Long-Term Care, in the amount of \$204,650, be approved.

EXECUTIVE SUMMARY

In August 2014, the Honourable Dr. Eric Hoskins, Minister of Health and Long-Term Care made the commitment to increase the annual funding envelopes for the Long-Term Care (LTC) sector. This increase is intended to sustain and support the care needs of residents in LTC Homes. Written confirmation of this announcement is still pending but is anticipated in the next few weeks.

As a result of this Ministry of Health and Long-Term Care (MOHLTC) initiative, the total additional, ongoing, 100% funding expected for staffing at both Lodges is \$ 204,650 annually.

After careful review of the current care needs of the residents, staff is recommending that this funding be used to hire 2.4 FTEs.

As the General Manager of Community & Emergency Services has delegated authority to execute any ancillary agreements, staff are requesting approval for the increase of 2.4 FTE which would result from this increase in funding.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The additional 2.4 FTEs will be 100% funded in the amount of \$204,650 from the MOHLTC base funding.

Staffing: The 2.4 FTEs will be allocated as 1.4 FTE Administrative support and 1.0 FTE Nurse Manager.

Legal: There are no legal implications associated with Report CES14058.

HISTORICAL BACKGROUND

Year over year, LTC Homes have continued to be challenged with the increased care needs of residents and the requirement to meet changes in legislation.

In July 2007, the Long-Term Care Homes Act (LTCHA) was proclaimed and the Regulations that support the LTCHA came into effect July 1, 2010. This Act and its Regulations have continued to have a profound effect on the operations of LTC Homes in the Province. Resources are necessary to meet the requirements of this Act that include training and education programs for all care staff on a regular and recurring basis, compliance with program evaluations and policies, and reporting critical incidents and completing mandatory reports.

There have also been demands and requirements placed on Macassa and Wentworth Lodges as a result of other legislative changes and City wide policies. This includes changes to Occupational Health and Safety Legislation and provincial Fire Safety Legislation. City policies such as the performance accountability program, harassment and discrimination, and attendance management increases the workload of the management staff.

In particular, the nursing leadership has been strained to meet the demands of these changes where the current span of control is 65 staff for each Nursing Manager. This has also resulted in further pressures to provide administrative support to these managers in completing their work.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

There are no policy implications associated with Report CES14058.

RELEVANT CONSULTATION

Staff have consulted with Corporate Services Department, who have assisted with the financial analysis of the increased revenues at the Lodges.

ANALYSIS AND RATIONAL FOR RECOMMENDATION

The MOHLTC, on an annual basis, provides specific funding in four different envelopes to LTC Homes. These envelopes are:

- 1) Nursing and Personal Care (nursing and nursing support staff only)
- 2) Program and Support Services (recreationists, dieticians and therapists)
- 3) Raw Food
- 4) Other Accommodation (support staff, food service workers, housekeepers, technology support, training and professional development)

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There is an urgent need to channel a portion of this funding to support the nursing leadership and administrative staff at both of the City's Long Term Care Facilities. As stated earlier in this Report, legislative and policy changes are creating a significant increase in workload to the nursing leadership teams and the requirement for administrative support. Presented below are examples of this enhanced workload:

- Annualized mandatory training to meet numerous legislative requirements
- Organizing and delivering specialized training to help homes address increasing acuity and the growth in responsive behaviours and mental health needs
- Monitoring, analysis and reporting of Physiotherapy services
- Completion of program evaluations on key care and service areas as defined in the Long Term Care Act
- Performance appraisals for all staff

Considering that the majority of these activities impact all of the staff in the nursing department, this directly impacts the encumbrance of nurse leaders to manage and respond to these changes. This continues to impact their already extensive span of control.

Present Nursing Leadership Span of Control

	Nursing Leadership (Includes Director of Nursing)	Number of Staff	Span of Control
Wentworth Lodge	3	183	1 to 61
Macassa Lodge	4	283	1 to 70
Combined Lodges	7	466	1 to 66

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Proposed Nursing Leadership Span of Control

	Nursing Leadership (Includes Director of Nursing)	Number of Staff	Span of Control
Wentworth Lodge	3	183	1 to 61
Macassa Lodge	5	283	1 to 56
Combined Lodges	8	466	1 to 58

As it relates to administrative support, there is currently 1.6 FTE supporting the nursing leadership team as well as the combined Lodges Nursing Departments (comprised of 466 staff). The proposed increase is 1.4 FTE to bring the total to 3.0 FTE.

These additional resources will help to ensure that Macassa and Wentworth Lodge remain compliant with legislative demands and provide additional support and leadership to staff in delivering high quality care to the residents.

ALTERNATIVES FOR CONSIDERATION

None

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective

3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.

APPENDICES AND SCHEDULES ATTACHED

None.