



CITY OF HAMILTON
COMMUNITY AND EMERGENCY SERVICES DEPARTMENT
Macassa and Wentworth Lodges

TO:	Chair and Members Emergency & Community Services Committee
COMMITTEE DATE:	August 12, 2015
SUBJECT/REPORT NO:	New 100% Funded Positions at Macassa and Wentworth Lodges (Wards 6 & 13) (CES15041)
WARD(S) AFFECTED:	Wards 6 & 13
PREPARED BY:	Vicki Woodcox 905-546-2424 ext. 4827
SUBMITTED BY:	Joe-Anne Priel General Manager Community & Emergency Services Department
SIGNATURE:	

RECOMMENDATION

- (a) That an increase in staff complement of 7.0 Full-Time Equivalent (FTE) Personal Support Workers (PSWs), to provide additional nursing care at Macassa and Wentworth Lodges, funded 100% through the Ministry of Health and Long-Term Care in the amount of \$474,983, be approved.
- (b) That the Lodges complement be adjusted by decreasing vacant Registered Practical Nurse (RPN) positions by 2.58 FTEs and increasing the PSW positions by 3.0 FTEs with no additional levy impact.

EXECUTIVE SUMMARY

In June 2015, the Ministry of Health and Long-Term Care made the commitment to increase the annual funding envelopes for the Long-Term Care (LTC) sector in order to sustain and support the care needs of residents in LTC Homes. As a result of this initiative, the total additional, ongoing, and 100% annualized funding expected for staffing at both Macassa and Wentworth Lodges is \$474,983.

After careful review of the increasing care needs of the residents, particularly as it relates to assistance in daily living activities, staff is recommending that the funding be used to hire 7.0 FTE PSWs. Staff is also recommending the conversion of existing vacant 2.58 FTE RPN positions to 3.0 FTE PSWs with no additional levy impact.

If approved by Council, this would result in an additional 10.0 FTE PSWs to assist in improved quality of care and positive resident outcomes. The specific breakdown of PSWs between the Lodges will be determined by September 2015.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The 7.0 PSW FTEs will be 100% funded in the amount of \$474,983 from the MOHLTC base funding. An additional 3.0 PSW FTEs will be re-allocated from vacant 100% Registered Practical Nurse (RPN) positions in the annualized amount of \$199,582 with no levy impact.

Staffing: The 10.0 FTEs will be allocated as Personal Support Workers.

Legal: There are no legal implications associated with Report CES15041.

HISTORICAL BACKGROUND

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

The residents living in Ontario's LTC homes are the most vulnerable in society – the frail elderly. Many of the residents are now admitted directly from hospital and they have very significant care needs, including intravenous and oxygen therapies, and renal failure. Seniors who are being admitted from the community also have highly complex care needs as they are staying with supports longer in their own homes before moving into a long term care home.

Mental health issues are affecting a large number of residents, as six out of every ten residents suffer from some form of dementia – and that number is growing at a rate of 2.5% per year. Further to this, there is an increase in number of residents who exhibit aggressive behaviours, which poses a health and safety risk, not only for the residents themselves but as well to other residents, staff and visitors (*OANHSS – The Need is Now: Addressing Understaffing in Long Term care, December 2014*).

The result is that seniors with the greatest need are the ones being admitted to long term care homes. Accordingly the care needs in the long term care population is increasing significantly.

The PSWs are responsible for a significant portion of the day to day care and assist with the residents' activities of daily living, including bathing, eating, toileting and dressing. Although all staff has been impacted by the increased care requirements of the residents, currently, the greatest staffing need is for the PSWs.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Budgeted Complement Control Policy

RELEVANT CONSULTATION

Staff have advised the CUPE Lodges representatives, and the Family and Residents' Councils who are supportive of this request.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

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

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

In June 2015, the 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 (\$474,983) is intended to sustain and support the care needs of residents in LTC Homes.

There is a critical need to increase the number of PSWs who are a very important component of the staffing mix in LTC Homes. They support residents with the most basic activities of daily living such as bathing, eating, toileting and dressing.

Research evidence clearly indicates that additional staffing will result in better quality of care, better resident outcomes and greater resident safety. Macassa and Wentworth Lodges currently provide an average of 3.28 hours of direct care per resident per day. This number represents the total direct nursing and support staff (e.g. recreationists, social workers) hours that are provided to each resident on a daily basis to assist with activities such as eating, bathing, administration of medications, transfers, wound care, counselling and recreation programs. It is calculated by taking the total direct care hours in a 24 hour period, and multiplying it by 365 days and dividing by the total residents within the Lodges. This is far short of the 4.0 hours recommended by *People Caring for People: Impacting the Quality of Life and Care of Residents of Long-Term Care Homes*, commissioned by the provincial government in 2008. If the recommendation to increase PSWs is endorsed by Council, the average hours of direct care per resident per day will increase to 3.48 hours of direct care per resident per day.

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The Registered Practical Nurses' (RPNs) primary role is medication administration, documentation, care planning and support to PSWs. This is a very important role, but staff believe there is a greater need at this time for PSWs to assist with the daily care and are therefore recommending the conversion of 2.58 FTE RPN to 3.0 FTE PSWs. Currently these positions are vacant and/or not scheduled to work, pending the outcome of this report.

The combination of these two recommendations would result in an addition of 10.0 FTE PSWs. This will assist with improved quality of care for the residents, as well as mitigate some of the workload pressures that staff are currently experiencing at the Lodges.

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.