



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

<b>TO:</b>	Chair and Members Emergency & Community Services Committee
<b>COMMITTEE DATE:</b>	October 24, 2016
<b>SUBJECT/REPORT NO:</b>	Standardization of Resident Lifting and Hygiene Equipment Including Related Accessories, Supplies and Maintenance (Lodges) (CES16047) (Wards 6 and 13)
<b>WARD(S) AFFECTED:</b>	Wards 6 and 13
<b>PREPARED BY:</b>	Vicki Woodcox 905-546-2424 Ext. 4827 Holly Odoardi 905-546-2424 Ext. 1906
<b>SUBMITTED BY:</b>	Joe-Anne Priel General Manager Community & Emergency Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That Council approve the standardization of ARJO® resident lifting and hygiene equipment and ARJO accessories and supplies required for the use of the resident lifting and hygiene equipment manufactured by ArjoHuntleigh Canada Incorporated, pursuant to Procurement Policy #14 – Standardization, at Macassa and Wentworth Lodges for a period of five years;
- (b) That Council approve the standardization of ArjoHuntleigh Canada Incorporated to perform the annual maintenance agreement work on ARJO® equipment at Macassa and Wentworth Lodges; and,
- (c) That the General Manager, Community and Emergency Services Department be authorized to negotiate, enter into and execute any required Contract and any ancillary documents required to give effect thereto with ArjoHuntleigh Canada Incorporated, in a form satisfactory to the City Solicitor.

**EXECUTIVE SUMMARY**

The lifting and handling of residents while providing routine care is a high risk activity for both staff and residents, complicated by factors such as an aging work force with a greater predisposition to injury, increasingly complex resident care and changing acuity levels, increasing prevalence of obese residents and limited staffing resources.

Statistically, healthcare workers have one of the highest incidences of work related injuries. Because of this trend, the Ministry of Labour (MOL) and the Ministry of Health and Long Term Care (MOHLTC) have elevated their presence in health care facilities.

---

*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

This increased presence results in higher expectations of accountability on behalf of staff and management. Healthcare organizations such as Macassa Lodge and Wentworth Lodge are required to demonstrate due diligence in identifying and mitigating risks related to the safety of staff and residents. The Long Term Care Homes Act, 2007 (2010) also extends this requirement for due diligence to the governing bodies of healthcare facilities.

In order to meet these expectations, it is recommended that Macassa and Wentworth Lodges (the Lodges) continue to use one manufacturer, ArjoHuntleigh Canada Incorporated, for all resident lifting and bathing equipment. ArjoHuntleigh Canada Inc. is the manufacturer and sole distributor of ARJO® brand equipment. It is also recommended that the preventative maintenance program for this equipment be single-sourced to the manufacturer.

The alternative to standardizing to the ARJO® product would be the introduction of equipment, accessories and supplies made by another manufacturer into the workplace for new equipment. This would result in two different lifting products that would introduce variables that would decrease staff familiarity with the equipment, increase the time and resources needed for education, introduce inefficiencies into the maintenance program and seriously increase risk of human error and potential for injury of staff and residents.

***Alternatives for Consideration – See Page 5***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial:

There are no budget implications associated with Report CES16047.

Staffing:

There are no staffing implications associated with Report CES16047.

Legal:

There are no legal implications associated with Report CES16047.

**HISTORICAL BACKGROUND**

ARJO® lifting and bathing systems have been in use at both lodges for 19 years. ARJO® equipment is made and distributed by ArjoHuntleigh Canada Inc. This equipment includes electronic lifts, shower chairs, bath chairs and their accessories: slings, batteries and weigh scales. Bathing and hygiene systems include therapeutic tubs and the shampoo, soaps and disinfection products used in the integrated automated dispensers.

**SUBJECT: Standardization of Resident Lifting and Hygiene Equipment Including Related Accessories, Supplies and Maintenance (Lodges) (CES16047) (Wards 6 and 13) - Page 3 of 6**

---

The equipment has been consistently reliable, easy to use, has few repair problems and minimal down time due to repairs. ARJO® equipment was specified for installation in the redevelopment projects at the Lodges. In 2005, in response to the work-related injury rate among nurses in the Long Term Care (LTC) sector, the MOHLTC provided one time funding to all LTC facilities for the purchase of lifting equipment. Additional ARJO® equipment, compatible with existing equipment, was purchased for each Lodge through this program. On a yearly basis, a portion of the lifting and bathing equipment requires routine replacement or upgrading. For example, there were 22 lifts/tubs ordered in 2015 and an additional 14 lifts/tubs ordered in 2016 as a result of the Annual Health and Safety audit of all equipment completed by Arjo.

Currently, there are eighty-one pieces of ARJO® equipment in use at Macassa Lodge with an estimated replacement value of \$897,800. Thirty-nine pieces of equipment are in use at Wentworth Lodge with an estimated replacement value of \$436,200.

Maintenance agreements are established annually with ArjoHuntleigh Canada Incorporated to provide a preventative maintenance program for ARJO® equipment at the Lodges. In the past, City of Hamilton Purchasing Policy By-law Section 4.11 – Policy for Negotiations has been used to provide for these agreements.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

### City of Hamilton Purchasing Policy By-law, Section 4.14 – Policy #14: Policy for Standardization

Standardization is a management decision-making process that examines a specific common need or requirement and then selects a good and/or service that best fills that need to become the standard.

When the establishment of a standard will result in a single source purchase, that purchase shall also be approved by the Manager of Purchasing and Council.

## **RELEVANT CONSULTATION**

The Directors of Nursing, Macassa Lodge and Wentworth Lodge were consulted regarding the report content related to risk, research and operational issues.

The Corporate Services Department, Purchasing Section was consulted regarding the report recommendations, relevant policies and content.

The last standardization report was approved for January 2010 – December 31, 2015. The Lodges consulted Procurement to discuss options to explore alternate vendors. Based on money invested with current equipment, staff knowledge / application of

**SUBJECT: Standardization of Resident Lifting and Hygiene Equipment Including Related Accessories, Supplies and Maintenance (Lodges) (CES16047) (Wards 6 and 13) - Page 4 of 6**

---

current equipment, and potential risk for injury with two equipment providers the recommendation was for the Lodges to complete a Report to Council for the Standardization of Resident Lifting and Hygiene Equipment Including Related Accessories, Supplies and Maintenance.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

### **Resident Lifting Equipment**

Residents and staff are at the highest risk of injury during episodes of lifting or transferring a resident. Residents are routinely transferred from bed to chair, from chair to the bath and on and off the toilet. To reduce the risk of injury to staff and resident, electronic lifts are used for this purpose. Policies and Procedures at the Lodges address the legislated expectation of the MOL and the MOHLTC regarding use of lifting equipment. Safe operation of the equipment requires:

1. That staff must have a high degree of familiarity with the equipment.  
Inconsistency in type of equipment and even subtle differences between equipment increases the potential for human error and the probability of an accident or injury to staff or a resident. Risk management practices in high risk areas of healthcare indicate that minimizing the variety of devices used by staff reduces risk.
2. The provision of a thorough detailed staff training program with annual refreshers.  
Limiting equipment to one manufacturer simplifies the training of staff, increases competence in the use of equipment and reduces the chance of error.
3. The correct use of compatible slings.  
The resident is lifted by a sling attached to the lift. Slings are selected for the resident according to size, weight and condition. The choice of the correct sling and attachment of the sling to the lift with a fail-safe mechanism is vital for a safe transfer. Industry experts state that it is strongly advised not to mix and match products from different manufacturers. Loop or slip sling attachments may be incompatible from one manufacturer to another, creating the risk of equipment failure and voiding warranties. It is important to use a sling and lift from the same manufacturer to maintain a safe transfer. (Reference: Wright Evitt and Baptiste, (2005). Protocol for Safe Use of Patient Handling Slings, AOHP Journal, Fall, 28-35).
4. The availability of a robust preventative maintenance program.  
To ensure the safety of this specialized equipment, routine maintenance needs to be carried out by service representatives familiar with the equipment and trained by the manufacturer. In order to eliminate confusion, to ensure timely response

---

*OUR Vision: To be the best place to raise a child and age successfully.*

*OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.*

*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

to service calls, for a well-organized preventative maintenance program and for liability and warranty reasons, limiting equipment to one manufacturer is recommended.

### **Bathing and Hygiene Systems and Equipment**

Bathing and hygiene systems are therapeutic tubs and showers with integrated automated dispensers for shampoos, soaps and disinfectants. These systems are costly, ranging from \$20,000 to \$30,000 each. The Lodges have seventeen of these systems installed in their buildings. As with the lifting equipment, staff training, familiarity with the equipment and appropriate maintenance are factors in the safe, efficient use of the bathing equipment. The dispensing systems require compatible containers and those attachments in order to work properly. Products are not interchangeable between manufacturers. In addition, though not stated directly by the manufacturer, there may be issues of voided warranties should incompatible products be used, resulting in costly repairs.

### **ALTERNATIVES FOR CONSIDERATION**

The alternative to standardizing to the ARJO® product would be the introduction of equipment, accessories and supplies made by another manufacturer into the workplace for new equipment. This would result in two different lifting products that would introduce variables that would decrease staff familiarity with the equipment, increase the time and resources needed for education, introduce inefficiencies into the maintenance program and seriously increase risk of human error and potential for injury of staff and residents.

#### **Financial:**

Savings, if any, in the cost of an alternative product would be offset and may be exceeded by the cost of additional staff education and inefficiencies in the maintenance program.

#### **Staffing:**

There are no staffing implications associated with this alternative.

#### **Legal:**

The potential for human error and subsequent injury to residents and/or staff would increase the risk of exposure to litigation.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Healthy and Safe Communities**

*Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.*

**APPENDICES AND SCHEDULES ATTACHED**

None