

TO:	CHAIR AND MEMBERS COMMUNITY AND PROTECTIVE SERVICES COMMITTEE MEETING ON WEDNESDAY MAY 25, 2016
FROM:	SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME
SUBJECT:	DEARNESS HOME: LONG TERM CARE AND ADULT DAY PROGRAM MANAGEMENT CONSULTING AND ADMINISTRATOR SERVICES CONTRACT

RECOMMENDATION

That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home, the following actions **BE TAKEN** with respect to the extension of the Management Consulting Services and Administrator Services Contract for the Dearness Home:

- 1) The attached proposed by-law (Schedule "A") **BE INTRODUCED** at the Municipal Council meeting of May 31, 2016:
 - a) To approve the extension to the existing Agreement for two years with an effective date of November 1, 2016 between The Corporation of the City of London and Extendicare (Canada) Inc., 3000 Steeles Ave., Markham, Ontario, L3R 9W2, subject to any required approval by the Ministry of Health and Long Term Care :
 - i. to provide operational management consulting services for the Dearness Home at a cost of \$28,500 per month plus HST;
 - ii. to provide Administrator services for Dearness Home at a cost of \$14,500 per month plus HST;
 - iii. to provide operational management consulting services to Dearness Home's Adult Day Program service at a cost of \$2,000 per month plus HST; and
 - iv. to provide for disbursements for out of pocket expenses that Extendicare expends in carrying out this Agreement, limited to reasonable travel, meals, telephone, and accommodation expenses up to a maximum of \$2,500 per month, exclusive of applicable taxes,
 - b) to delegate authority to the Mayor and the City Clerk to execute the extension of the agreement through a Renewal Agreement, substantially in the form as attached hereto as Appendix 1;
- 2) The Civic Administration **BE AUTHORIZED** to undertake all the administrative acts that are necessary in connection with the extension of the Agreement outlined in (1)(a) above

PREVIOUS REPORTS PERTINENT TO THIS MATTER

- February 18, 2015, Community and Protective Services Committee, Agreement to Approve a Management Agreement
- December 02, 2013, Community and Protective Services Committee, Dearness Long Term Care and Adult Day Program Management, Consulting and Administrator Services Contract Amendment
- September 23, 2013 Community and Protective Services Committee, Long Term Care and Adult Day Program Management Consulting and Administrator Services Contract
- April 23, 2013, Corporate Services Committee, Consultant and Administrator Services Single Source



BACKGROUND

The Corporation of the City of London is engaged in the operation, maintenance and management of the Dearness Home, a long-term care home under the Long Term Care Homes Act, 2007. The Dearness Home is a 243-bed facility, with 241 beds allocated to long term stays and two (2) beds allocated to short term occupancies.

In September 2013, Council approved the execution of an agreement to utilize the services of Extendicare (Canada) Inc. to provide a full time Administrator as well as management consulting services for the Dearness Home. Extendicare had been providing service to the Corporation on a temporary contract since February 1, 2013. The request for a longer term service contract with Extendicare was made to provide both management stability to the home as well as additional time for the Corporation to review longer term options for the Dearness Home. The longer term contract commenced on November 1, 2013 for a term of three years. It expires on October 31, 2016 although the contract does include consideration for an optional renewal (with Council's approval) for two additional years, not to extend past October 31, 2018. This agreement was formally approved by the Ministry of Health and Long Term Care through the execution of an Agreement to Approve a Management Agreement, which is a tripartite agreement signed by the City, Extendicare and MOHLTC.

This report seeks Council's support to extend the current agreement for two additional years, consistent with the provisions of the originally approved contract and subject to any required approval from the Ministry of Health and Long Term Care (MOHLTC). Support for this recommendation is outlined below.

Overview of Services Provision Under the Contract:

Since implementation of the service agreement, Civic Administration has worked closely with Extendicare to ensure the effective delivery of long term care services for residents of the Dearness Home and day program supports for participants in the Adult Day Program. Although administered by Civic Administration, Extendicare has also provided assistance to delivery of the City's Homemaker's program, as it delivered by Dearness Home staff.

Administrator Services:

Consistent with the requirements of the service agreement and in compliance with the Long Term Care Homes Act, Extendicare has ensured the provision of a qualified Administrator who has served as the administrative service lead within the home. The Administrator has managed the operations of the home, provided supervision to the City's Dearness Home Management Team and worked collaboratively with Civic Departments to ensure legislative compliance in all areas of operation. The Administrator has also developed good working relationships with the South West Local Health Integration Network (SWLHIN) and the South West Community Care Access Centre (SWCCAC) and engaged in sector working groups and partnership opportunities with other long term care homes in the local and surrounding communities. The current Administrator has been in the role for 18 months and is supervised by Extendicare's Regional Director. City supervision is provided by the Managing Director, Housing Social Services and Dearness Home with formal monitoring meetings held at least twice monthly. Although daily operations are managed by the Administrator, representatives from various area of civic administration are very active (including often daily and weekly) in the provision of supports and services across all areas at Dearness. The Extendicare Administrator and Regional Director also provide regular updates to the Dearness Home Committee of Management at all of its meetings.

Consulting Services:

Under the Consulting Services Agreement, Extendicare has provided qualified consultants who have completed comprehensive reviews of all Dearness Home service areas including Nursing, Community Supports, Dietary and Environmental. These reviews have resulted in the development, implementation and monitoring of performance improvement plans across all areas. Extendicare has also provided management support and direction on all long term care service issues and legislative compliance and, as needed, has provided advice and support to broader human resources and governance issues within the home. Extendicare, its Administrator and Resource Consultants have supervised Dearness Home managers and staff in efforts to



ensure Legislative Compliance under the Long Term Care Homes Act and other application legislation.

In response to a direction from Civic Administration, Extendicare has directed and supported the work of Dearness Home managers and staff and other corporate service divisions, in reviewing and revising, as necessary, Dearness Home service policies. Civic Administration also directed Extendicare to initiate and implement an Accreditation Process in an effort to reinstate accreditation status at the Dearness Home A formal Accreditation review by the Commission on Accreditation for Rehabilitation Facilities (CARF) will be held in late June 2016.

Stakeholder Feedback

Residents, family members, staff, community participants and other relevant stakeholders frequently provide feedback about the Dearness Home. For the most part, Dearness Home continues to be a “home of choice in the community” with positive feedback received from current and past residents. Over 80% of residents and families surveyed as part of annual resident satisfaction surveys find the services provided to be good or excellent.

Implementing this model of oversight at the Dearness Home through the contract with Extendicare has provided access to information, sector expertise and additional support that has worked appropriately and collaboratively with existing management and civic administrative structures. There continues to be a shared goal to provide a good home environment for residents and their family members and an effective workplace for staff. Providing quality service in compliance with legislative requirements is a key priority at the home.

Recommendation to Enact Extension of Contract

Since implementation of the contract in 2013, Extendicare, including its staff and consultants, and Civic Administration have worked collaboratively to ensure appropriate and compliant service provision at the Dearness Home. This has resulted in improvements to standards, policies, service practices, staffing levels and resident supports. However, similar to other long term care facilities both in the community and across the province, the needs of residents are changing. More complex supports are being required. Stability in service provision is important and expertise and continuous quality improvement is mandatory within the service provision.

The Long Term Care Homes Act, 2007 requires municipalities in southern Ontario including the City of London, to provide long term care services. The City meets the requirements of the Act, but continues to consider longer term options for services at the Dearness Home. Extending the current Extendicare contract for services at the Dearness Home provides an opportunity for continued management stability, acknowledges the current Accreditation processes that are underway and provides needed additional time to consider other longer term options for services. For this reason, it is recommended that approval be granted for an extension for 2 years. All contract provisions including fees would remain unchanged during this recommended extension period and including contract termination provisions, which provide for 120 days’ notice to/ by either party. Extendicare has been consulted with respect to a possible extension and is interested in continuing to provide service, subject to Committee and Council approval. Upon approval, Civic Administration will undertake all required activities to enact the extension including determining, in discussion with MOHLTC, what provincial approvals are required.

FINANCIAL IMPACT

The estimated total annual maximum cost for this proposed agreement with Extendicare for Management Consulting Services and the services of an Administrator is \$570,000 plus HST. This cost is included and has been approved in the Long Term Care Operating Budget. Extendicare submits monthly invoices to the City which are thoroughly reviewed by Civic Administration including Finance Staff and approved by the Managing Director, HSSDH.



RECOMMENDED BY:
SANDRA DATARS BERE MANAGING DIRECTOR, HOUSING, SOCIAL SERVICES AND DEARNESS HOME

Cc: L. Marshall, Solicitor II
J. Barber, Managing Director, Corporate Services and City Solicitor
M. Hayward, Managing Director, Corporate Services & City Treasurer, CFO
V. Major McAlea, Managing Director, Corporate Services & Chief Human Resources Officer
K. Murray, Senior Financial Business Administrator
J. Brown, Financial Business Administrator
G. Loder, Extencicare (Canada) Inc.



Schedule “A”

May 31, 2016
Schedule “A” – By-Law

Bill No.
2016

By-law No.

A By-law to approve a renewal agreement between The Corporation of the City of London and Extendicare (Canada) Inc. for the provision of consulting services and administrator services to the Dearness Home.

WHEREAS section 5(3) of the *Municipal Act, 2001* S.O. 2001, c.25, provides that a municipal power shall be exercised by by-law;

NOW THEREFORE the Municipal Council of The Corporation of the City of London enacts as follows:

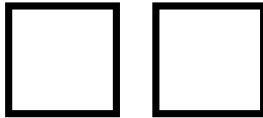
1. The renewal agreement (attached as Appendix 1) between The Corporation of the City of London and Extendicare (Canada) Inc. to renew the “2013 Dearness Home Administrator and Management Consulting Agreement” for two years ending October 31, 2018, is approved, subject to any required Ministry of Health and Long-Term Care approval.
2. The Mayor and City Clerk are delegated the authority to execute the renewal agreement approved in paragraph 1 above.
3. This by-law shall come into force and effect on the day it is passed.

PASSED in Open Council on _____, 2016.

Matt Brown
Mayor

Catharine Saunders
City Clerk

First Reading -
Second Reading –
Third Reading –



Appendix 1

RENEWAL AGREEMENT

This agreement made the _____ day of June , 2016.

B E T W E E N:

THE CORPORATION OF THE CITY OF LONDON (the “City”)

- and -

EXTENDICARE (CANADA) INC. (“Extendicare”)

WHEREAS the parties entered into an Agreement commencing November 1, 2013 as amended by Amending Agreement dated December 3, 2013 for long term care and adult day program management consulting services and services of an administrator (the “Original Agreement”);

AND WHEREAS the Original Agreement is set to terminate on October 31, 2016;

AND WHEREAS the parties wish to renew the Original Agreement pursuant to section 3.2 for a further period of 2 years upon the terms and conditions set forth this Agreement;

NOW THEREFORE THIS AGREEMENT WITNESSES that in consideration of the mutual covenants and agreements the parties agree as follows:

1. To renew the Original Agreement pursuant to section 3.2 of the Original Agreement upon the same terms and conditions, for a further term of two years ending no later than the 31st day of October, 2018.

2 The Original Agreement shall remain in full force, except as varied in this Agreement.

3 This Renewal Agreement and the Original Agreement together constitute the entire agreement between the parties.

IN WITNESS WHEREOF the parties have duly executed and delivered this Agreement as of the day and year first above written.

SIGNED, SEALED AND DELIVERED

THE CORPORATION OF THE CITY OF LONDON

Mayor

City Clerk

EXTENDICARE (CANADA) INC.

Name:

Title:

I have authority to bind the corporation.