



COMMUNITY SERVICES/ DUFFERIN OAKS COMMITTEE AGENDA

Thursday, September 26, 2013 – 4.00 p.m.
Mel Lloyd Centre, 167 Centre Street, Entrance C
Emergency Operations Centre, Shelburne

Declarations of Pecuniary Interests

PUBLIC QUESTION PERIOD

Members of the public will be provided an opportunity to ask questions of the Committee during this time. (Limited to 10 minutes)

COMMUNITY SERVICES

1. COMMUNITY SERVICES/DUFFERIN OAKS – September 26, 2013 - ITEM #1
Dynes-Gray Apartments Rental Costs

A report from the Director of Community Services dated September 26, 2013 to provide the Committee with information regarding the rental charges for the Dynes-Grey apartment units in 2014.

Recommendation:

For consideration of committee.

2. COMMUNITY SERVICES/DUFFERIN OAKS – September 26, 2013 - ITEM #2
Childcare Worker and Early Childhood Educator Appreciation Day

A report from the Director of Community Services dated September 26, 2013 to request that Wednesday, October 30, 2013 be proclaimed as Child Care Worker & Early Childhood Educator Appreciation Day.

Recommendation:

THAT the report of the Director of Community Services dated September 26, 2013 regarding Child Care Worker & Early Childhood Educator Appreciation Day, be received;

AND THAT Council proclaim October 30, 2013 as Child Care Worker & Early Childhood Educator Appreciation Day.

3. COMMUNITY SERVICES/DUFFERIN OAKS – September 26, 2013 - ITEM #3
Accessibility Advisory Minutes – June 24, 2013

Minutes of the Accessibility Advisory Committee meeting for June 24, 2013.

Recommendation:

THAT the minutes of the Accessibility Advisory Committee meeting for June 24, 2013 be received and that the recommendations contained therein, be approved.

ACCESSIBILITY ADVISORY – May 13, 2013 – ITEM #3
Accessibility for Ontarians with Disability (AODA) Training

THAT the report of the Accessibility Coordinator dated June 24th, 2013 – Accessibility for Ontarians with Disabilities Act (AODA) Training for Municipal Staff be received;

AND THAT approval be given for staff to work with Respect in the Workplace to make AODA training available to all municipal staff before the end of 2013.

DUFFERIN OAKS

4. COMMUNITY SERVICES/DUFFERIN OAKS – September 26, 2013 - ITEM #4
Permanent Coordinating Minutes – September 16, 2013

Minutes of the Permanent Coordinating Committee meeting for September 16, 2013.

Recommendation:

THAT the minutes of the Permanent Coordinating Committee for September 16, 2013, be received.

CORRESPONDENCE

5. COMMUNITY SERVICES/DUFFERIN OAKS – September 26, 2013 - ITEM #5
Long Term Care Operations for Municipalities in the WOWC

Status update on the financial analysis of Long Term Care Operations for the Municipalities in the Western Ontario Warden's Caucus. (Requested by the Chair)

Recommendation:

THAT the report, Status Update on the Financial Analysis of Long Term Care Operations for the Municipalities in the Western Ontario Warden's Caucus, be received.

NEXT MEETING: October 24, 2013 – 4 p.m.
 E.O.C., Mel Lloyd Centre, Shelburne



REPORT TO COMMUNITY SERVICES/DUFFERIN OAKS COMMITTEE

To: Chair Crewson and Members of Community Services Committee
From: Keith Palmer, Director of Community Services,
Date: September 26, 2013
Subject: **Dynes – Grey Apartments Rental Costs**

Purpose

The purpose of this report is to provide council with information regarding the rental charges for the Dynes-Grey apartment units in 2014.

Background & Discussion

With the Dynes – Gray Apartments having a makeup of both “affordable” housing units and “market” rent units, it becomes important to show the possible differences in revenue. The County has received a provincial grant for 10 of the 24 units in the building. As such, it is mandatory that 10 of those units be rented at 80% of the Average Market rent for the Shelburne area.

It is anticipated that some of the building expenses (utilities) will be slightly more than that of the 40 Lawrence Project. With that being considered an estimated operating cost for the new building will total approximately \$451,000 annually with approximate revenue being between \$380,000 and 410,000 depending on the agreed upon rental revenue (revenue includes DC, rental and laundry revenue).

There will be a \$30,000 difference in revenue depending on building charges - 100% “affordable” or a mix of the 10 “affordable” and 14 “market” rental units.

Note: Average Market Rates are released by the Ministry of Municipal Affaires and Housing and will be released in April 2014. A slight increase in rental charges could be seen once these rates are released.

Option One: (100% Affordable units)

\$438,000 operating cost annually

\$357,000 Revenue (100% affordable including Development Charges and laundry revenue) annually

Net operating Cost = \$81,000

Option Two: (Affordable and mixed units)

\$438,000.00 operating cost annually

\$388,000 Revenue (10 affordable units, 14 Market rent units including Development charges and laundry revenue) annually

Net operating cost = \$50,000

Preliminary calculations of rental revenue

Affordable and Market Rental Charges

Unit Type	Monthly Rental Charge	Total units	Annual Gross Revenue
1 bed rooms - 80% AMR	\$706	9	\$76,248
2 bed rooms - 80% AMR	\$806	1	\$9,672
1 bed rooms – Market Rent	\$883	10	\$105,960
2 bed rooms – Market Rent	\$1008	4	\$48,384
Totals		24 units	\$240,264
*AMR – Average Market Rent			

100% Affordable Rental Charges

Unit Type	Monthly Rental Charge	Total units	Annual Gross Revenue
1 bed rooms - 80% AMR	\$706	19	\$160,968
2 bed rooms - 80% AMR	\$806	5	\$48,360
Totals		24 units	\$209,328
*AMR – Average Market Rent			

Local Municipal Impact

None

Financial, Staffing, Legal, or IT Considerations

In consultation with the Treasury Department, the approved rental charges will result in net municipal operating costs being approximately \$81,000 or \$50,000 depending on the option chosen.

Recommendation

For consideration of committee.

Respectfully submitted by,

Keith Palmer
Director of Community Services



REPORT TO COMMUNITY SERVICES/DUFFERIN OAKS COMMITTEE

To: Chair Crewson and Members of Community Services Committee
From: Keith Palmer, Director of Community Services
Meeting Date: September 26, 2013
Subject: **Child Care Worker & Early Childhood Educator Appreciation Day**

Purpose

The purpose of this report is to request that Wednesday, October 30, 2013 be proclaimed as *Child Care Worker & Early Childhood Educator Appreciation Day*.

Background & Discussion

Many children, families and communities benefit from the work of child care workers. Research also shows that many economic benefits are realized by affordable, high quality accessible child care and early learning programs. In the County of Dufferin, we have approximately 90 child care workers/early childhood educators working at various early learning programs including our own Jean Hamlyn Day Care Centre and the Ontario Early Centres – Dufferin.

Proclamation of this day will encourage and promote a day of community recognition for local child care workers and early childhood educators and the important work that they do and the contributions they make in the lives of community members.

Local Municipal Impact

None

Recommendation

THAT, the report of Keith Palmer, Director of Community Services regarding the Child Care Worker & Early Childhood Educator Appreciation Day be received;

AND THAT; Council proclaimed October 30th as Child Care Worker & Early Childhood Educator Appreciation Day.

Keith Palmer
Director, Community Services



**ACCESSIBILITY ADVISORY COMMITTEE
MINUTES
Monday, June 24, 2013**

The Committee met at 1:00 p.m. in the Sutton Room, 55 Zina Street, Orangeville

Members Present: Councillor John Oosterhof (Chair)
Richard Carrera (Vice Chair)
Walter Benotto
Anne Jordan
Mike Gravelle
Taryn Henry (arrived at 1:17 p.m.)
Donna Reid (arrived at 1:09 p.m.)

Staff: Steve Murphy, CEMC/Accessibility Coordinator
Michelle Dunne, Deputy Clerk

Councillor Oosterhof called the meeting to order at 1:00 p.m.

Declarations of Pecuniary Interest by Members – None

**1. ACCESSIBILITY ADVISORY – June 24, 2013 – ITEM #1
Affordable Housing Units (Former Shelburne Hospital)**

Mr. Mark Hicks, Dickinson & Hicks provided an overview of the plans for the Affordable Housing Units in the former Shelburne Hospital renovation project. Copies of the plans were on display at the meeting. He highlighted the accessibility features of the renovations that include the barrier free public spaces, entrances, public washrooms, main floor community room and second floor party room. All units will be accessible with three units on the main floor that will be barrier free. The Committee suggested an intercom system be installed at the back entrance as well as the main entrance to allow for guests to be dropped off under the canopy.

**2. ACCESSIBILITY ADVISORY – June 24, 2013 – ITEM #2
Review of Minutes – May 13, 2013**

Review of the minutes of the May 13, 2013 meeting, for information only.

Moved by Richard Carrera, seconded by Anne Jordan

THAT the minutes of the Accessibility Advisory Committee meeting held on May 13, 2013 be received.

-Carried-

3. ACCESSIBILITY ADVISORY – May 13, 2013 – ITEM #3
Accessibility for Ontarians with Disability (AODA) Training

A report from the Accessibility Coordinator dated June 24, 2013 with respect to AODA training for municipal staff.

Moved by Walter Benotto, seconded by Donna Reid

THAT the report of the Accessibility Coordinator dated June 24th, 2013 – Accessibility for Ontarians with Disabilities Act (AODA) Training for Municipal Staff be received;

AND THAT approval be given for staff to work with Respect in the Workplace to make AODA training available to all municipal staff before the end of 2013.

-Carried-

4. ACCESSIBILITY ADVISORY – May 13, 2013 – ITEM #3
Access Dufferin: Barrier-free Businesses.

Discussion on Access Dufferin: Barrier-free Businesses Breakfast Workshop. A working group of Committee members who are available and would like to assist in the organizing of the Barrier-free Business Breakfast workshop was scheduled for July 17, 2013. The event will be held in October, with the potential dates of the 17, 18, 24 or 25. The working group will report back to the Committee.

AJOURNMENT

Moved by Walter Benotto, seconded by Richard Carrera,

THAT the meeting adjourn.

-Carried-

There being no further business, the meeting adjourned at 1:58 p.m.

Next Meeting: To be Determined

Respectfully submitted

Councillor John Oosterhof, Chair
Accessibility Advisory Committee

PERMANENT CO-ORDINATING MEETING

September 16, 2013

PRESENT:

Valerie Quarrie - Dufferin Oaks Administrator, Earl Gray - Facilities Manager, , Bruce Horsley- New Horizons, Tom Craig – WDGPH Shelley Doney – Early Years, Ann Abbott – OMOD, Patti Tardif – DCCSS

Regrets: David Egbert – Shelburne Family Physiotherapy, Sherry Teeter-FHT

Items Discussed:

1. New Horizons

- Bruce reported that his club placed 2nd in the Western Ontario division for Bid Euchre
- October 17th Mark Edmonds from the LHIN will be seeking community input from seniors in our area at New Horizons 1:30-3:30. Patti Tardif will also be speaking.
- New Horizons has booked their annual Christmas party. Tentatively Nov 22nd but Bruce will confirm. They will be asking to use the ADP (Adult Day Program) kitchen that day.

2. Ontario March of Dimes

- Working with CCAC and DCCSS on the expansion of assistive living services “Hub and Spoke” model for Shelburne area.
- Sherry from the FHT came to the Village and spoke about their services and the need to lock the back entrance to the FHT. There were no questions for Sherry.

3. Family Health Team (FHT)

- No report

4. Dufferin Oaks/DCCSS

- DCCSS, in partnership with OMOD, was successful in the approval from the CW LHIN for Assisted Living services in Shelburne. This program will allow for 15 seniors in a 2 km radius to receive assistive living support services. CCAC will control the wait list and approvals for this program.
- DCCSS is applying for other funding from the LHIN for programs such as transportation. Decisions should be heard this fall.
- Karen Gray, DCCSS Administrative Clerk has retired and Judy Durette has replaced her.
- County of Dufferin is holding its annual Staff Service Awards in New Horizons on Wed Sept 18th.

5. Facility Issues:

- Will be adding parking at the east side of the MLC parking lot, likely in September. Valerie will advise tenants when this will be occurring as there will likely be some disruption during this time.
- Members reminded again of the changes to postal codes. We now have 3 different postal codes. The new postal code for the Mel Lloyd Centre is L9V 3R8. (The Village has a new

postal code of L9V 3R2. The Oaks has a new postal code of L9V 3R7.) Please notify any contacts of the change.

- Public Washrooms by EYOC need to be repainted. Earl will put on the “to do” list.
- DCCSS van parking signs need to be removed from back parking lot. Earl will follow up.
- Earl announced he will be retiring next spring. Congratulations Earl.

6. **WDGPH:**

- Building progressing in Orangeville. Should be completed approximately next April.
- Still looking for tenants for their 3rd Floor.

7. **Ontario Early Years**

- Though a quiet summer, things are picking up with the fall. New clients from the new subdivisions in town have been a nice addition.
- Christmas for Early Years has been booked in Crewson Court for Thursday December 19th. The ADP (Adult Day Program) will be involved.

Next Meeting: October 21, 2013 @ 11:30 am at DCCSS office

**Discussion Paper
Long Term Care Costs
Issues Management Group
Presented
August 18, 2013**

Executive Summary

This discussion paper is a status update on the preliminary findings of work completed by the Issues Management Group for the Western Ontario Warden's Caucus. The findings, while telling, are preliminary. The CAOs from all of the member WOWC communities have participated in the data collection which supports this discussion paper. Their support and willingness to provide the data has been appreciated by the Issues Management working group. Due to competing timelines, the CAOs group have not convened to discuss the content prior the presentation of the summary information to the Caucus.

Preamble

The Western Ontario Warden's Caucus (WOWC) established Long Term Care costs as a key issue for the Issues Management Group. Since the launch of the new Ontario Regulation 79/10 under the Long-term Care Homes Act, 2007, Licensees have worked to be full participants with the Ministry in achieving the shared goal of exceptional service, in a fiscally responsible manner.

The Issues Management Working Group has completed a preliminary financial analysis of the long-term care operations of the WOWC Membership. The WOWC consists of fourteen (14) counties: Brant, Bruce, Dufferin, Elgin, Essex, Grey, Huron, Lambton, Middlesex, Norfolk, Oxford, Perth, Simcoe and Wellington. The Counties of Brant and Perth contract the long-term care services to the city of Brantford and Stratford respectively and therefore are not included in the summary.

The WOWC membership operates 25 homes with a total of 2,980 beds. Using 2013 dollars, the anticipated local contribution (funding shortfall) is \$59,673,305 which includes \$10,176,374 in capital funding.

Data Summary

To ensure comparability across all of the communities, the monthly provincial funding summary was chosen as the format in which to capture the data.

The revenue for the 25 homes in 2013 is expected to be \$194,409,216, with 68% funded by the Ministry. The primary provincial revenue source (CMI), which is designed to fund nursing and personal

care only, shows a range of \$82.34 – 92.95¹ per day/per bed. The average reported was \$87.13 with the median being \$86.73.

A) <u>Revenue</u>	<u>Total</u>	<u>Per Bed</u>
Provincial Funding	\$127,171,546	\$ 42,675
Provincial Capital Subsidy	3,965,571	1,331
Basic Room Revenue	54,271,867	18,212
Preferred Room Revenue	<u>9,000,232</u>	<u>3,020</u>
Total Revenue	\$194,409,216	\$65,238

The total expenditures, net of provincial recoveries, for the 25 homes in 2013 are expected to be \$254,082,521. It is noteworthy that the Nursing and Personal Care expenditure line is \$138,851,525 or \$127.66 per day/per bed. ‘Other accommodation’ includes housekeeping and maintenance.

B) <u>Expenditures</u>	<u>Total</u>	<u>Per Bed</u>
Nursing and Personal Care	\$138,851,525	\$46,594
Program and Support Services	10,980,056	3,685
Raw Food	8,984,437	3,015
Other Accommodation	81,124,558	27,223
Debt Repayment Obligation (Capital)	<u>14,141,945</u>	<u>4,746</u>
Total WOWC Expenditures	\$254,082,521	\$85,263
Annual Funding Shortfall (County Contribution)	<u>\$ 59,673,305</u>	<u>\$20,025</u>

This equates to a \$59,673,305 funding shortfall that is absorbed by the local County taxpayer. The following chart highlights the annual local contribution by spending envelope.

<u>Envelope</u>	<u>Total</u>	<u>Per Bed</u>
Nursing and Personal Care	\$34,091,417	\$11,440
Program & Support Services	1,835,811	616
Raw Food	574,724	193
Other Accommodation	12,994,978	4,361
Capital	<u>10,176,374</u>	<u>3,415</u>
Total	<u>\$59,673,305</u>	<u>\$20,025</u>

From the WOWC survey findings the average (net-of-revenue recoveries) local contribution per home/per year was \$2,386,932 with the median contribution being \$1,745,945. A local contribution of \$59,673,305 covering 2,980 beds is a significant shortfall. 57.12% of the funding shortfall rests within

¹ Given that the provincial fiscal year end differs from the WOWC members’ fiscal year end the rates quoted are blended.

the Nursing and Personal Care envelope, with Other Accommodation accounting for 21.78% and Capital at 17.05%.

As part of the data collection the two provincial associations (OANSS and OLTCA) were contacted to obtain comparable data. In 2011 OANSS (public and not-for-profit) completed a survey of their membership. The survey had 100 organizations respond reporting on a total of 15,828 beds. Of the respondents, 55% were municipally operated facilities. The expenditure challenges of the WOWC were repeated in the OANSS survey results. Using 2011 dollars, the total funding shortfall per bed was \$14,527 with 54.29% driven by Nursing and Personal Care and 36.39% from Other Accommodation.

Part of the data analysis included an assessment of correlations between elements of the cost structure. For example, was the CMI positively or negatively correlated with the number of beds? The major cost drivers were analyzed. The beds serviced were correlated with Nursing and Personal Care expenditures. Not surprisingly, a strong positive correlation of .74 was reported. As the number of beds increased so too did the Nursing and Personal Care spending. Equally interesting is that the correlation is not a perfect correlation. There is no straight line between the size of the home and the revenue received. It can be concluded that the funding formula for Nursing and Personal Care includes adjustments for size of the facility.

In contrast, the number of beds was only moderately correlated with Program Support (.45) or with Other Accommodation (.38). These two correlations suggest there is discretion in the expenditures for these two categories. It is worth noting that correlation cannot be translated to mean causality. However, the correlation indicates how the cost drivers behave, which helps with operations.

Perhaps most telling was the correlation between the size of the home (beds) and the CMI. The two have a weak negative correlation of -.24. In essence, the number of beds is negatively related to the CMI per diem revenue. Larger homes tend to receive less per diem revenue than smaller homes. It appears that there is an assumption of economies of scale in operating a larger home versus a smaller home. The relationship is aligned with the results of the correlation analysis of beds versus Nursing and Personal Care Costs. Further analysis based on square footage is recommended.

This data summary is a starting point for the WOWC membership. While the correlations suggest that there is some flexibility within the system, large inequities are present too. The 2010 revisions to the Act have created an inflexible operating model that has disadvantaged large and small facilities. The data supports the view that to be compliance comes at a significant local cost.

The WOWC members are committed stewards of the social necessity for long-term-care. The membership has worked to be good operating partners with the Province within a highly regulated operating environment. In order to continue to be responsible partners, the WOWC is encouraged to seek substantive changes to the legislative framework.

Capital

As stated, the counties operate a total of twenty-five (25) long term care facilities, representing 2,980 beds. Of the 25 facilities: 21 (84%) are rated as A beds, 1 is rated as B with an immediate capital

improvement to occur, 1 is rated as B with no pending capital investment, 1 is rated as C and 1 as D. The majority of the facilities do not require immediate substantive reinvestment. However, the majority of communities continue to fund capital investment in order to generate a reasonable reserve fund for reinvestment. The annual contribution from WOWC membership is \$10,176,374. Of the 25 homes the majority are at A status. However, the current provincial funding model requires each local community to fund the capital replacement.

The Operating Model Revisions and Capacity of Transfer or Opt Out

In the Ontario Long Term Care Association's 2012 annual report they highlight three primary areas of concern with the province². The Association states that a key focus will be their 'capacity to deliver' the services, with a focus on re-engineering their business models. OLTC and OANHSS both argue that the accompanying regulations of the Act are terribly inflexible. Adding to the complexity is the fact that long term care services are caught in a convoluted legislative system that includes the Community Care Access Centres (CCAC) and the Local Health Integration Networks (LHIN).

In late 2012 the Province released The Seniors' Care Strategy and the Ontario Action Plan for Health Care. In combination they establish the key priority of the province: 'stay at home longer'. This initiative will have a dramatic impact on the nature of the long term care service provision in the next decade.

The Act includes a section which stipulates under what terms Beds can be transferred to another Licensee. The requirements are all indicative of operational failures. This area and the ability to form advantageous business partnerships with the private sector would be helpful to the WOWC membership. Further, the act is prescriptive on staffing levels from Nursing and Personal Care to other areas of operations including the Nutrition Manager, Dietary Manager, and Food Service Providers. A preliminary review of the formulaic approach for staffing ratios suggests any economies of scale that could be realized through size are materially diminished. The WOWC are encouraged to support the Issues Management Working Group to complete this research.

An additional issue that is negatively impacting the operating models for the WOWC membership is the lack of requirements for Arbitrators to look to our private sector partners for market rates when settling collective agreement contract negotiations.

Next Steps

The Issues Management Group seeks support for this discussion paper. Over the longer term, the WOWC will likely wish to engage in advocacy for legislative changes surrounding staffing ratios, stable capital funding, the expanded use of public-private partnerships in the service delivery model and perhaps most importantly the ability to transfer beds. Ideally the advocacy will include a joint consultation with all members of the sector to ensure adjustments serve future residents.

² OLTC 2012 Annual Report, "Why not now", p.4