

Victoria Manor Committee of Management

Report VMC2023-10

Meeting Date: October 2, 2023

Meeting Time: 10:00 a.m.

Meeting Place: Victoria Manor Boardroom, 220 Angeline St., Lindsay

OR Electronic Video Meeting

Subject: Directors Report

Author Name and Title: Cheryl Faber, Director

Recommendation(s):

Resolved That Report VMC2023-10, "Directors Report", be received.

Director

Other

Background:

Given the number of projects underway at Victoria Manor, this report provides members with information to better understand the scope and breadth of each initiative, as it relates to the overall operations and administration of the home.

Rationale:

The following items are provided as information from the Director to Committee members.

Collective Bargaining

As you are aware, ratification has been achieved between both parties. As per 2024 budget preparations, adjustments based on final contractual agreements are underway, as well as the updated Collective Agreement, given the adjustments required after bargaining.

Licence Extension

Given Council approval in May 2023 for a one-year extension of the management contract arrangement with Sienna Senior Living, staff have been working on finalizing details to enable this to occur. An extension contract has been revised with party approvals, along with the submission to the Ministry of Long-Term Care to acquire approvals for the City's 166 long-term care bed licences to be managed by the current contracted provider until November 2024.

Development of Request for Proposal (RFP) – Management Services

Related to the item above, Collier's Project Leaders will be working with staff in 2023 Q4 and early 2024 Q1 to develop a new procurement document for the City to use to attract competitive bids for management services of the municipal long-term care home. With the expectation that a new RFP will be issued to market in early spring 2024, Colliers will work with staff to bring rigour and accountability to the approach. Requirements will be developed based on consultation and best practice with the goal of improving the model for service delivery.

Operating and Capital Budget 2024

Staff collectively with Sienna Senior Living and the City of Kawartha Lakes have diligently been working to understand the overall operating and minor capital budget needs for Victoria Manor. By way of analysis of pre-COVID (prior to 2020) and post-COVID operations (2023), scenarios have been looked at, along with the ministry funding that is allocated toward the base operations of the home, along with specialized and minor capital funding available based on certain

requirements. Review and analysis has been completed going into 2024 on the required staffing levels and service delivery model needed in order to continue to work towards achieving the provincial system-level average target of four hours of direct hands-on care per resident, per day. Given the City is the owner of the home, the need and the costing associated with the back-office City functions to support the home from a human resource and financial analytical perspective have also been taken into consideration.

The quality of high-level care to the residents living at Victoria Manor is paramount. City staff are working with Sienna to ensure the appropriate service delivery model, paired with the right staffing model meets and continues to achieve positive trending clinical care indicators for the residents, thus ensuring positive outcomes for their quality of life.

Facility Master Capital Plan

As per the Director's report at Committee of Management (May 2023) and the Committee of the Whole presentation by Colliers Project Leaders (June 2023), the project team has been working to an end to produce the final Strategic Facility Master Plan for Victoria Manor.

It is expected that the final report will be shared with City staff imminently and based on the review with the vendor, staff project that a final report and presentation will come before Committee of the Whole for discussion in November (in closed session).

In highlight, the report will outline:

- The lifecycle expectancy of the current Victoria Manor building;
- For the current state:
 - The projected options for improvement to extend the useful life and maintain the building and systems over the recommended timeframe to lifecycle expectancy;
- For the future state:
 - Recommended plan for redevelopment of current 166 long-term bed licence agreement with Ministry of Long-Term Care;
 - Recommendation of future state, given the projected population growth following the current lifecycle of Victoria Manor, along with level of service delivery and care to meet the needs within a future facility.

Noted that the 2024 Capital budget for Victoria Manor is not reflective of any recommendations that will spawn through receipt and final decision making of the recommendations within the final Master Capital Plan.

Other Alternatives Considered:

No other alternatives to be considered based on the context of this report.

Financial Considerations:

None noted

Consultations:

Sienna Senior Living staff
City of Kawartha Lakes People Services team
Executive Director, Victoria Manor
Colliers Project Team

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