

Victoria Manor Committee of Management

Report VMC2024-01

Meeting Date: February 12, 2024

Meeting Time: 1:00 p.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 VMC2024-01, "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.

City of Kawartha Lakes Strategic Plan

Council provided an extension for the public input period for the City's Strategic Plan. Ensuring input is received from our families and residents, along with staff at Victoria Manor, a Special Council Meeting has been planned on Thursday, February 15 at 7 pm in Council Chambers. More information can be found here on the City website at [Strategic Plan 2024 to 2027 public consultation has been extended](#).

Assessment of Best Practices of Management Services for Municipal Long-Term Care Homes

A consulting project is currently underway with Collier's Project Leaders and the City to conduct a best practice and case study analysis on the models for management services for municipal long-term care homes. The analysis will provide a market review of available services, the spectrum of different models for management services and recommendations to support the City in moving forward with a management contract process for the home later in 2024. The recommendations will be based on the perspective of improvements required, stakeholder consultation, strengths and weaknesses of the current model, preservation of best practice, along with the risks associated and strategies to mitigate should a change management process occur.

The current agreement has been in place for 12 years, with two 5 year terms and subsequent shorter terms over the past two years. In the most recent approved Agreement to Approve a Management Contract (AAMC) with the Ministry of Long-Term Care, the Manager and the City as the Licensee, it newly states that should a transition of the management of the Home from the Manager to the Licensee or to another Manager, the Licensee and the Manager shall maintain and comply with a Transition Plan that is consistent with the regulation and to provide a copy to the ministry. The Transition Plan would be subject to ministry approval. From a business planning and contingency planning perspective, the City will ensure this key element, the change management

process and time associated with this be included within a new and improved agreement for management services at Victoria Manor.

Given these facts, it behooves the City at this time to conduct this review and be informed on how to improve the expectations of the City and a contracted service provider for the effective, efficient and quality informed care model and service delivery at Victoria Manor.

Facility Master Capital Plan – 10 Year Capital Plan and Future Redevelopment

Given Council's approval to receive the [Facility Master Plan for Victoria Manor](#) in Q4 2023, staff are currently working to ensure that the recommendations and outline of capital needs for the next ten years at Victoria Manor, as well as the future redevelopment needs are folded into the City's 10-year Capital Plan and the Long-Term Financial Plan. Process is underway to integrate the elements outlined in this plan into the financial planning process to inform budget preparations in 2024 and leading into 2025.

Long-Term Care Service Accountability Agreement (LSAA)

As per 2023 Q1 Committee of Management meeting, committee was presented with review and approval of the Long-Term Care Service Accountability Agreement and Annual Declaration of Compliance between the City of Kawartha Lakes and Ontario Health. The current LSAA was a one-year agreement in place from April 1, 2023 to March 31, 2024.

Given the end date of the current agreement, staff are awaiting final confirmation and receipt of documentation from Ontario Health in relation to a new LSAA agreement and the corresponding declaration of compliance.

An ad-hoc meeting may need to be arranged for Committee, should these documents arrive prior to our next meeting and/or deadline for submission of approved documents.

Quality Improvement Plan for Victoria Manor

As per the Executive Director's memo shared at the February, 2024 meeting, communication was received from the Ministry of Long-Term Care in November 2023 outlining the process for the 2024/25 Quality Improvement Plan (QIP) submission and approval process.

Once the 2024/25 QIP is ready for Committee approval, the Executive Director will prepare a report with the revised QIP to meet the April 1, 2024 deadline submission. An ad-hoc meeting may be required, given the timeline, in order to bring this item before Committee.

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 and Corporate Services team
Executive Director, Victoria Manor
Colliers Project Team

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