

AGENDA
COMMITTEE OF MANAGEMENT FOR HURON LODGE

Meeting held Thursday, August 5, 2021
at 10:00 a.m. – Huron Lodge Board Room

1. **Call to Order**
2. **Disclosure of Interest**
3. **Minutes**
Adoption of the minutes of the meeting held December 11, 2020 – *attached*
4. **In Camera**
Subject – Personal matter(s) about an identifiable individual – s. 239 (2) (b)
5. **Business Items**
 - 5.1 **Administrator's Report**
The Administrator's Report dated August 5, 2021 – *attached*
6. **Communications (enclosed as a separate package)**
 - 6.1 Checklist for HFDH Sustainability Visits –
 - 6.2 Ministry of Long Term Care Inspection Reports Public Copies
 - 6.3 CARF Canada Accreditation Letter
 - 6.4 Windsor-Essex County Health Unit Inspection Reports
7. **Date of Next Meeting**
To be determined.
8. **Adjournment**

Committee of Management for Huron Lodge

Meeting held December 11, 2020

A meeting of the Committee of Management for Huron Lodge is held this day commencing at 9:30 o'clock a.m. via teleconference, there being present the following members:

Councillor Ed Sleiman, Chair
Councillor Jeewen Gill
Councillor Gary Kaschak

Also present are the following resource personnel:

Jelena Payne, Community Development & Health Services Commissioner
Alina Sirbu, Executive Director of LTC, Administrator Huron Lodge
Karen Kadour, Committee Coordinator

1. Call to Order

The Chair calls the meeting to order at 9:33 o'clock a.m. and the Committee of Management for Huron Lodge considers the Agenda being Schedule A matters which are dealt with as follows:

2. Disclosure of Interest

None disclosed.

3. Adoption of the Minutes

Moved by Councillor Kaschak, seconded by Councillor Gill,
That the minutes of the meeting held September 17, 2020 **BE ADOPTED** as presented.
Carried.

4. In Camera

No In Camera session is held.

A. Sirbu provides an overview of the COVID-19 procedures and protocols put in place as it relates to residents and family members.

In response to a question asked by Councillor Gill regarding the second wave of COVID and added precautions, A. Sirbu indicates there is active screening and temperatures are taken along with a check for signs and symptoms at the front entrance of the facility (on arrival and departure). She notes there is mandatory weekly swabbing for the staff, which is sent to the Ministry of Health, and add that residents and staff both are checked daily for signs, symptoms and temperature.

Moved by Councillor Kaschak, seconded by Councillor Gill,

That the update regarding COVID-19 procedures and protocols at Huron Lodge
BE RECEIVED.

Carried.

5.1 Administrator's Report

A. Sirbu provides a summary of the Administrator's report as follows:

- In terms of the Hotel-Dieu Grace Healthcare Partnership, they continue to work with Huron Lodge and to audit infection control procedures.
- It is evident the Huron Lodge team cares about the facility and the residents and all audits have been favourable.
- The Huron Lodge Administrative Team participated in virtual meetings regarding the CARF Continuing Accreditation during the Pandemic (CAP) Survey on November 20, 2020.
- Huron Lodge is awaiting the results of accreditation to arrive in a few weeks. These results can award an accreditation from one to three years.
- On November 18, 2020, the Erie St. Clair LHIN emailed a letter of acceptance indicating that Huron Lodge will receive up to an additional \$56,672 one-time funding in 2020-21. The funding is to support infection prevention and control personnel across the long-term care sector and up to \$27,776 in 2020-21 for training to support staff in enhancing their skills related to IPAC practices and protocols.

Moved by Councillor Gill, seconded by Councillor Kaschak,

That the report from the Administrator of Huron Lodge providing the Committee of Management with an update on issues related to resident care; the Ministry of Long-Term Care, the Local Health Integration Network and other initiatives that impact the Long-Term Care sector **BE RECEIVED** for information and approved for the period of September 2020 to November 2020.

Carried.

5.2 Committee of Management for Huron Lodge Terms of Reference & Mandate

In response to a question asked by Councillor Gill regarding how often the Terms of Reference are updated, A. Sirbu responds that this document was provided to Council

in 2019. With the election of the new Chair to the Committee of Management, it was important under the *Long Term Care Act* that the Terms of Reference align with the Committee of Management duties. She adds that any changes to the *Long Term Care Act* will be added to the Terms of Reference and will be brought to the Committee of Management for approval.

Moved by Councillor Kaschak, seconded by Councillor Gill,
That the Terms of Reference for the Committee of Management for Huron Lodge
BE APPROVED.
Carried.

5.3 *Long-Term Care Homes Act Provisions Overview*

A. Sirbu provides a synopsis of the Long Term Care Act Provisions document that outlines some of the following topics:

- Role of the Administrator
- Role of Director of Nursing and Personal Care
- Role of the Medical Director
- What is the Committee of Management?
- Main duties of the Committee of Management
- Duty to report certain matters to the Ministry Director

Moved by Councillor Gill, seconded by Councillor Kaschak,
That the *Long Term Care Homes Act Provisions Overview* **BE RECEIVED.**
Carried.

6. Communications

6.1 Ministry of Long Term Care Inspection Report

Moved by Councillor Kaschak, seconded by Councillor Gill,
That the Ministry of Long Term Care Inspection Report dated November 13, 2020
BE RECEIVED.
Carried.

6.2 CAO 260/2020 approving Letter of Acceptance of one-time funding

Moved by Councillor Kaschak, seconded by Councillor Gill,
That CAO 260/2020 approving the Letter of Acceptance for one-time funding **BE RECEIVED.**
Carried.

6.3 Fire Monitoring of Canada Inc. Report

A. Sirbu states that Fire Monitoring of Canada Inc. completed the Alarm Transmitter Annual Test and Inspection on November 18, 2020.

Moved by Councillor Gill, seconded by Councillor Kaschak,
That the Fire Monitoring of Canada Inc. report **BE RECEIVED**.
Carried.

6.4 Public Health Unit Inspection Report

A. Sirbu reports that the Windsor-Essex County Health Unit conducted the Food Premises, Long-Term Care Home and Personal Service compliance inspections on November 23, 2020. Zero violations were reported.

Moved by Councillor Kaschak, seconded by Councillor Gill,
That the Public Health Unit Inspection Report of its inspection held November 23,
2020 **BE RECEIVED**.
Carried.

7. Date of Next Meeting

The next meeting will be held at the call of the Chair.

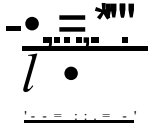
8. Adjournment

There being no further business, the meeting is adjourned at 10:17 o'clock a.m.

CHAIR

COMMITTEE COORDINATOR

**THE CORPORATION OF THE CITY OF WINDSOR
Human and Health Services - Huron Lodge**



MISSION STATEMENT:

"Our City is built on relationships - between citizens and their government, businesses and public institutions, city and region - all interconnected, mutually supportive, and focused on the brightest future we can create together."

Committee of Management Report	Report Date:
Author's Name: Alina Sirbu	Date to Committee:
Author's Phone: 519 253-6060 ext. 8253	
Author's E-mail: asirbu@citywindsor.ca	

To: Huron Lodge Committee of Management

**Subject: Huron Lodge Long Term Care Home-
Administrator's Report to the Committee of Management**

1. **RECOMMENDATION:** City Wide: Ward(s):

THAT the report from the Administrator of Huron Lodge providing the Committee of Management with an update on issues related to resident care; the Ministry of Long-Term Care (MLTC); the Local Health Integration Network (LHIN); and other initiatives that impact the Long Term-Care sector **BE RECEIVED** for information and **APPROVED** for the period of December 2020-June 2021.

2. **BACKGROUND:**

This Committee of Management report serves as the Administrator of Huron Lodge's updates and official record for the Committee of Management for the period prior to end of July 2021. Not all items within this report are COVID related. It is critical to note that while nearly every aspect of operations are impacted by the pandemic, Huron Lodge is legislated to deliver services and that mandate has not changed.

In Camera Report

"Resident matters" - Section 239(2) (b) Municipal Act - Personal matters about an identifiable individual, including municipal or local board employees.

3. **DISCUSSION:**

Ministry of Long-Term Care (MLTC)

Since the Administrator's last report, the Ministry has continued to issue numerous directives and operational changes for implementation. Huron Lodge worked diligently to decipher, implement and communicate these changes in a timely fashion to all involved stakeholders. The latest updated directives delineate lessening of restrictions in regards to care giver access to their loved ones, expanding the general visits, and the spaces in which the residents can congregate with their loved ones.

As per mandate, Huron Lodge is still fully responsible for daily active screening of hundreds of staff, contractors, caregivers, visitors and support staff upon entrance. With this increased access to long term care, Huron Lodge continues to rely on vital support from re-deployed city staff to complete these screenings.

a) Hotel-Dieu Grace Healthcare (HDGH) Partnership

In response to COVID-19, the Province has mandated that hospitals provide support to long-term care and retirement homes. HDGH has assigned an Infection Prevention and Control Practitioner and an Environmental Services Specialist to visit onsite monthly to complete sustainability assessment forms verifying proper processes and resources are in place for Hand Hygiene, PPE, Screening, Isolation Requirements, Staffing, Evidence of Social Distancing and Shower/Tub Room Cleaning. All audits have been favourable, with the hospital partners noting that it is very evident the Huron Lodge team cares about the facility and the residents. Please use attached **Communication # 1** report as an example.

b) Ministry of Long-Term Care Inspections

Two site inspections were conducted on March 8 and March 17, 2021 due to a complaint regarding sufficient staffing, resident rights, personal support services, medication, change in condition, nutrition and hydration, and alleged neglect. As a result of this inspection, Huron Lodge was found to be in compliance in all areas inspected. Public Reports attached as **Communication # 2**.

Commission on Accreditation of Rehabilitation Facilities (CARF) Accreditation

The Huron Lodge Administration Team participated in Zoom meetings for the CARF Continuing Accreditation during Pandemic (CAP) Survey on November 20, 2020. Business Practice Standards, Care Process for the Persons Served, and Person-Centered Long-Term Care Community were the key topics for discussion. Huron Lodge received notification December 15, 2020 that it was granted Three-Year Accreditation, effective through to June 30, 2023. Huron Lodge has also provided CARF an updated Quality Improvement Plan and the most recent performance analysis since the survey. Accreditation letter attached as **Communication# 3**.

Other Business

1. Financial

a. MOH funding

In March 2021, the MLTC announced funding in the amount of \$108,000 to enhance air conditioning to increase the comfort of residents during the summer months in long-term care homes. As Huron Lodge has air conditioning in all home areas, Administration and Finance are in active discussions with the Ministry to assess what portion of this funding can be used at this time, if any.

In April 2021, the MLTC announced funding for the Medication Safety Technology (MST) Program. Over the next 3 years, this funding will support technologies to enhance the safety and security of medication management systems. For Huron Lodge, this equates to \$59,000 in the first year and \$80,000 in year 2 and year 3 for a total of \$219,000 to be used to implement this program. As this funding is extremely specific to areas that the Ministry has deemed as critical for long term care in general, Huron Lodge is working closely with health care partners, such as pharmacy and physicians, to identify all allowed and strategically chosen expenditures that may assist to achieve an even higher standard of medication safety in our home.

Unfortunately, commencing April 2021, the MLTC has eliminated a supplementary funding program called High Wage Transition Fund. Established in 1996 and updated in 2000, the High Wage Transition Fund allowed operators with high wages to maintain service levels consistent with operators that have average wage costs. The elimination of this funding program results in a decrease in the Huron Lodge operating budget going forward in the amount of \$310,704. This reduction is currently being reviewed in the overall scope of Huron Lodge budget in close cooperation with Finance

b. Fundraising

Huron Lodge was the successful recipient of The New Horizons for Seniors grant in the amount of \$25,000. With this grant, Huron Lodge will introduce a higher level of programming, create a more supportive environment, and introduce virtual options for residents to increase active participation and reduce social isolation.

2. Quality Indicator Performance Report

Health Quality Ontario has released the Long-Term Care Home Performance Reports. These reports provide data on indicators selected to measure long-term care home performance in Ontario. When interpreting and comparing the results of quality indicators in different populations, regions, or over time, it is important to account for the underlying differences in the populations being compared. Health Quality Ontario calls this "risk adjustment" and it allows them to make a fair comparison across groups and to distinguish variations that are due to differences in practice. Results can be adjusted to account for differences in the age, sex, or other characteristics of people within a certain population.

Early generations of quality indicators for the Resident Assessment Instrument - Minimum Data Set (RAI-MDS) were developed in the United States and focused primarily on prevalence indicators with basic or no risk adjustment. However, over time, statistical methodologies in risk adjustment were developed to modify a long-term care home's raw quality indicator score by accounting for multiple differences in resident populations

across facilities. Results are adjusted relative to a standard reference population. The risk adjustment factors include facility and resident characteristics, such as age and health status. The Report is attached as **Communication #4**

3. Public Health Unit Inspections

Food Premises, Long-Term Care Home and Personal Service compliance inspections were conducted on December 20, 2020, February 17, 2021 and July 5, 2021. One non-compliance was noted and rectified immediately as shown on the Inspection Reports, attached as **Communication #5**.

4. Chrysalis Program

Huron Lodge has begun the process of implementing the Chrysalis Program, as funded through the New Horizons for Seniors provincial grant, in order to redesign and implement a person-centered program creating a supportive environmental, clinical, psychosocial and technological framework to support healthy ageing. This project reduces isolation while encouraging social participation of residents that have a mental health diagnosis or symptoms of dementia. The pandemic period was the catalyst to bring this project to life due to the significant impact of isolation, risk of infection, and psychosocial consequences in long-term care.

This project allows Huron Lodge to introduce a higher level of programming, create a more supportive environment, and introduce virtual options to increase participation and reduce social isolation in our vulnerable population. A few examples of the components implemented through this project are: the individualization of resident doorways to assist with environmental cues for people living with cognitive deficits or dementia related diagnosis, the implementation of ITS NEVER 2 LATE technology and tablets for virtual programming and connectivity, and the redesign of the Poplar memory care unit with the addition of a nursery and specialized dementia-gear cues and supplies etc.

5. Advantage- Ontario LTC Commission Report

Implementation of key recommendations in this report, namely to fund person-centred models of care, as well as increase the number of care hours provided by allied health professionals above what is currently being planned by the province, are imperative to improve the quality of resident care provided across Ontario.

The Commission also clearly states in the report its expectation that supports be provided as necessary to implement the recommendations. The long-term care system is massive and the required changes are long overdue. Additional funding will be critical to ensure successful reforms.

Huron Lodge continues to diligently review the details contained within the report's 426 pages for important insights into system implementation, as well as assess the 85 recommendations to better care and serve the residents of our home. The full report can be accessed through this link:

http://www.ltccommission-commissionsld.ca/report/pdf/20210623_LTCC_AODA_EN.pdf

6. Huron Lodge Outbreak Summary

After courageously fighting the pandemic for more than 9 months with stringent infection control rules and adherence to all ministry mandated processes, Huron Lodge was declared in outbreak on December 20, 2020, at the height of the second wave. The outbreak was concluded on February 11, 2021 after 54 days. Considering that the home's outbreak originated in the memory care unit, in which isolation is impossible due to the profile of the residents, and analyzing the trends of our recovery by comparing provincial and local data, we are reporting a good recovery rate with less consequences than many of our counterparts.

Our frontline staff, managers, and allied health professionals worked around the clock with an "all hands on deck" approach to support all affected residents and families. The whole team collaborated to implement public health directives and industry best practices to ensure recovery as quickly as possible. This work was commended by the Ministry of Health at subsequent inspections.

Respectfully submitting this report for your information,



Alina Sirbu
Executive Director of Long Term
Care/Administrator Huron Lodge

Jelena Payne
Commissioner, Human and Health Services