



# Sun Parlor Home for Senior Citizens

## Service Delivery Promise

The Sun Parlor Home was established in 1901 in Leamington Ontario as a small house of refuge. We have a proud and extensive history at the Home and have persevered through World War I, the Spanish Flu Pandemic of 1918, the Depression of the 1920's, World War II, the SARS Pandemic and most recently the COVID-19 Pandemic. Through all these, the Sun Parlor Home remains resilient and committed to the people we serve.



## Level of Service Statement

### Who We Are

The Sun Parlor Home is a municipally run home with 206 long-term care beds. This means that 206 diverse residents, requiring 24-hour nursing and personal long-term care, reside within the Home at any given time. The Home principally serves the communities of Essex County including Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington, and Tecumseh. In the Home, there are a total of eight care home areas including a secure area of 30 beds for people with severe dementia and Alzheimer's disease.

- Residents moved into Sun Parlor Home in 2022 from all municipalities within Essex County
- 92% of residents with dementia
- 85% of residents who require extensive assistance or are totally dependent on team members for care
- 43 team members hired in 2022
- Over 15,000 visits to the home – Essential Care Givers/support workers/general visitors
- More than 36,000 surveillance testing swabs completed at the Home for team members and visitors

The Sun Parlor Home has approximately 340 full and part time team members. There are also many volunteers and allied health professionals at the Home on a daily basis to provide support and perform specialized tasks.

### What We Do

We provide a safe and secure home that operates 24 hours a day, 365 days a year, providing a continuum of care and services to enhance quality of life by responding to individual resident needs. The resident population including the aging demographic, acuity and complexity of resident care needs continue to increase with a corresponding increase in demand for specialized services. In everything we do for those entrusted to our care, we strive to enhance quality of life in each and every interaction. Our approach to care and service delivery, advocacy, life enrichment and environment are planned in a manner that supports residents' rights to safety, dignity, honesty, wellness and quality of life.

## Why We Do It

The need for long-term care services is becoming increasingly important within the healthcare system as the population ages. The demographics of the population are changing, acuity and complexity of resident care needs are rising and the demand for specialized services continue to increase. The Sun Parlor Home must provide increasingly complex interventions for residents with responsive behaviour, associated dementias and mental illness.

## 2022 Achievements and Challenges

### Our Experience and Success

The COVID-19 Pandemic continues to challenge us in many ways, but our unwavering commitment has been to the health and safety of everyone who lives and works at the Home. We have been fortunate through these challenging times, by the dedication and commitment of the team members, volunteers, physicians, and leadership team that ensured everyone's safety.

Additional team members were maintained in the Personal Support Worker, Registered Practical Nurse, Life Enrichment and Housekeeping categories to assist the Home in our ability to maintain staffing cohorts and reduce the possibility of viral transmission throughout the Home.

The Infection Prevention and Control/Assistant Director of Care (IPAC/ADOC) role was instrumental in the implementation of COVID-19 policies and procedures, a successful COVID-19 immunization program for the residents and team members and positive feedback from Ministry of Long-Term Care inspectors and Erie Shores Health Care IPAC team. The IPAC/ADOC achieved the legislative requirement of Certification in Infection Control (CIC) in 2022.

Communicating with residents, families and team members continued to be a key priority for the leadership team in 2022. Weekly huddles with team members led by the members of the leadership team, COVID-19 updates, frequent letters and updates to families and residents continued to engage team members and keep residents and families informed and connected.

As mandated, our Home maintained team member and visitor active screening protocols upon entering and exiting the Home. These protocols required additional resources including screeners and security personnel. The COVID Response Coordinator (CRC) coordinated indoor, outdoor and essential caregiver visits. The Coordinator was also responsible for the tracking, oversight and reporting of the vaccination programs for team members and essential caregivers. Further, the third-party security

personnel were managed by the CRC to ensure ongoing compliance with Public Health and Ministry of Long-Term Care directives.

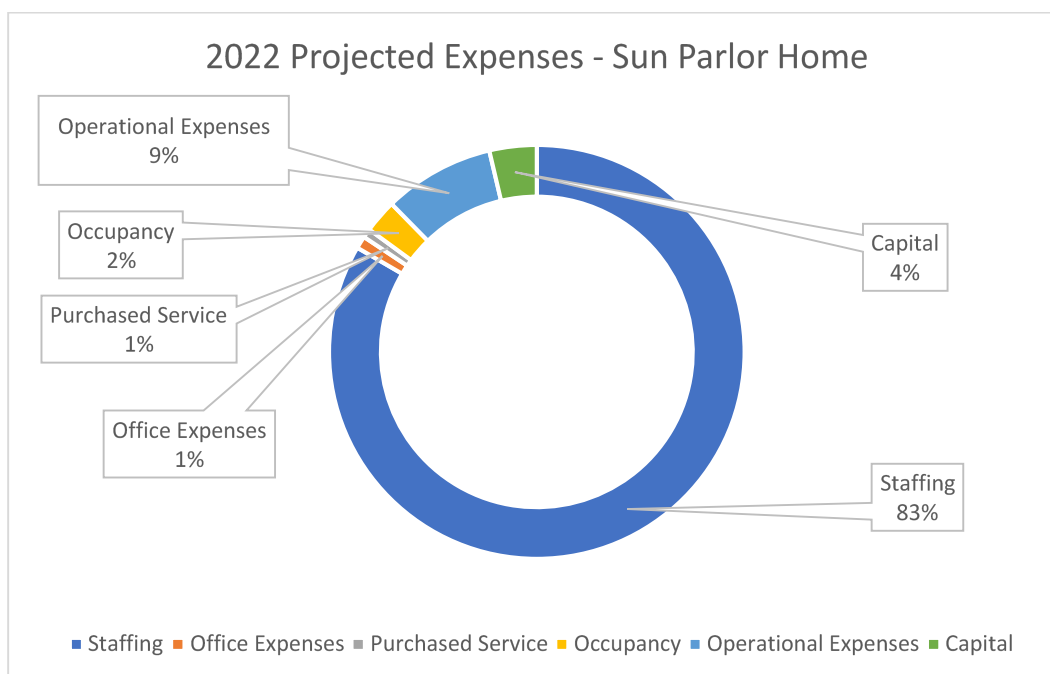
The Ministry of Long-Term Care announced multiple funding changes that directly impacted the operations and service delivery at the Sun Parlor Home including Pandemic Pay, Infection Control and Prevention-Minor capital funding, COVID-19 Prevention and Containment funding and Medication Safety funding. In addition to operational impacts, these funding changes also impacted administrative processes for tracking and reporting spending.

The Ministry of Long-Term Care Staffing Increase Funding policy to support the hiring of more staff to increase direct hours of care provided to residents was implemented. The nursing care staffing target was achieved for 2022. The funding also increased financial support for Allied Health Professionals and professional growth.

Capital projects for 2022 continued to be impacted by pandemic related protocols. As was the case in 2021, legislative requirements for access to the building, limited contractor availability and supply chain issues resulted in some capital projects being deferred.

The major capital project for the 1 South Neighbourhood Spa renovation was given Ministry of Long-Term Care approval in April 2022. The project tender has been awarded but work has not started due to material delays.

The graph below illustrates the key areas of spending at the Sun Parlor Home for this past year (projected to December 31, 2022).



## Opportunities, Challenges and Risks for 2023

Aging demographic, acuity and complexity of resident care needs continue to rise requiring additional specialized services. These are the same factors that impact the Case Mix Index (CMI) calculations upon which Nursing and Personal Care funding envelopes are based. The CMI is determined by the Ministry annually. In 2022, it was announced that Ministry of Long-Term Care will not be publishing revisions to the Case Mix Index (CMI) in the 2022-23 fiscal year. The prior year CMI values will continue to apply for the purposes of funding provided in the Nursing and Personal Care (NPC) envelope. This results in an ongoing decrease in MLTC funding as a re-indexing factor, which is determined and applied by the Ministry on an annual basis, remains in place.

Due to its age and layout, maintaining the Home in a state of good repair continues to be a challenge. An adequate maintenance plan helps to ensure the safety, security and comfort of residents, mitigates risk to the County and supports compliance with legislated requirements.

The Fixing Long-Term Care Act, 2021 and Regulation 246/22 provide a framework to ensure residents experience the best possible quality of life, supported by safe and high-quality care. The new Act/Regs lay the groundwork for systemic, long lasting reform over time that will enhance resident quality care and life in key areas of; Staffing & Care, Accountability,

Enforcement & Transparency and Building Modern, Safe & Comfortable Homes for Seniors.

Implementation of the legislative requirements has financial impacts. The Ministry's initial estimate of average annual direct compliance costs for all long-term care homes in Ontario was between \$20 to \$23.5 million, or approximately \$36,000 on average for each home, each year. AdvantAge Ontario conducted a broader analysis based on all aspects of the new regulations, including potential hiring of additional staff and found that for all long-term care homes the cost is estimated to be significantly higher.

Medication Safety Technology program funding continues to have operational challenges as the cost for technology solutions outlined in the program cost exceed the funding the Ministry is providing.

## Priority Actions (Proposed 2023 Budget Plan)

The 2023 Operating Budget will enable the Home to support Essex County seniors by meeting the growing demand for long-term care services. Legislative, service delivery and funding changes announced by the provincial government present the largest challenges to the Home's operations.

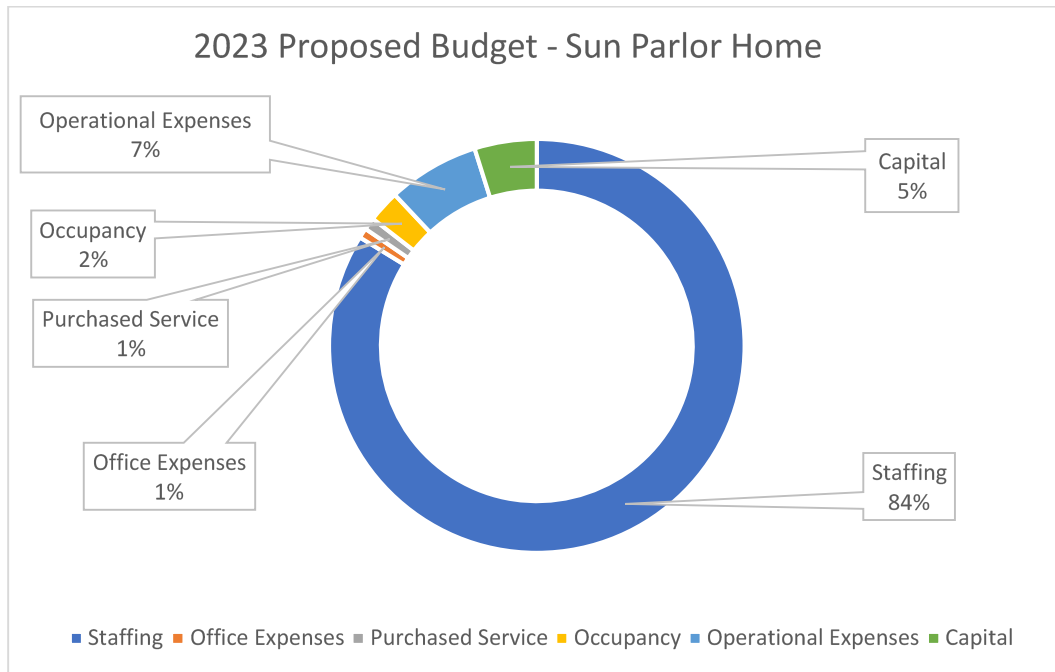
The 2023 Budget reflects the enhanced level of nursing staff to meet the direct hours of care targets for 2022/23. The Ministry funding supports defined nursing care staffing targets to be achieved over the next 4 years. It is unlikely that the Ministry funding will ever fully fund 4 hours of care per resident per day at the Home given the Home's negotiated rates of pay. Further, additional funding is included to meet the ongoing demands for staffing cohorts and other requirements as established by the COVID-19 Pandemic. This budget is designed to continue to deliver exemplary care and services through a continuum of care while maintaining the Home's commitment to enhanced infection prevention and control measures.

The 2023 Budget supports the use of emotion-focused models of care and further development of the Palliative Care Program within the Home to improve the care for residents.

The Sun Parlor Home recognizes its team members are its most valuable resource. Working with our Human Resources partners, we continue to develop a comprehensive human resource plan to ensure successful recruitment and retention strategies for team members. The goal will be to build capacity through high performing teams and strong partnerships.

Execution of the capital maintenance plan during 2023 will aid in continuing to maintain the Home in a state of good repair until redevelopment is possible. To plan for future redevelopment, the budget includes consulting fees, funded by reserve, to complete a feasibility study. This study will explore the impact of current standards set by the province in relation to the existing facility and make recommendations on layout, design and location. The findings of the study will inform future reports to County Council and associated long-term capital plans.

The graph below illustrates the key areas of proposed 2023 Budget spending at Sun Parlor Home:



Overall, the 2023 Budget for Sun Parlor Home, net of recoveries, totals \$12,052,500 (an increase of \$706,100 (6.22%) over the 2022 Budget of \$11,346,400).