



Administrative Report

Office of the Administrator, Sun Parlor Home

To: Warden Tom Bain and Members of County Council

**From: Lynda Monik
Administrator, Sun Parlor Home**

Date: June 6, 2018

Subject: Organizational and Operational Review of Sun Parlor Home

Report #: 2018-0606-SPH-008-LM

Purpose

The purpose of this report is to provide County Council with an update and information on the organizational and operational review to be conducted at the Sun Parlor Home.

Background

At the recommendation of the Chief Administrative Officer (CAO) and with the support of the Sun Parlor Home Administrator, the 2018 budget identified the opportunity for the Home to engage a consultant to conduct an organizational and operational review. The review was approved by County Council during 2018 budget deliberations.

The review is voluntary. This is the first time the Home has participated in an organizational and operational review. The goal of the review is to identify successes, assess the Home's current state of operations to better understand the status of operations and finances, identify existing, potential and financial risks and the opportunities for improvement to sustain and ensure the viability of the Home.

Discussion

The demand for performance has become a major issue for the healthcare system. This is due to three factors: the imperative to control healthcare costs; especially as it relates to the contributions being asked of the municipality to fund the Long Term Care sector; the need to structure the management of risk and of quality of care; and the need to satisfy resident/families' expectations.

The Ontario Long Term Care Association (OLTCA) recently released its Annual Report. The OLTCA analyzed resident data over the last five years, from 2011-12 to 2016-17. During the past five years, the proportion of residents who need extensive or complete support with daily activities such as eating and getting dressed has increased by more than 7%, from approximately 77% to 85% of all residents and 2 out of 3 residents have dementia; at the Sun Parlor Home 92% of the residents have dementia. During the same time, the number of long-term care residents who can carry out daily activities without assistance has dropped by half, from approximately 6% to 3%. Residents with behaviours admitted to Long Term Care is also on the rise.

These increasing high needs have significant implications for the support that residents need, and the additional staffing and funding that homes require to provide this support.

The Sun Parlor Home participates in numerous benchmarking exercises. According to one of the benchmarking studies, the Home's costs compared to comparators identifies the Home in the highest expenditure group for a number of services. The Home is committed to continuously improving its operations at all levels in support of the Home's Mission to provide "resident focused care" and is very interested in having a third party assist in the examination of its operations.

The Sun Parlor Home posted a Request for Proposal (RFP) from March 19th to April 23, 2018, seeking a consultant to conduct an organizational and operational review of the Home. The Home received three (3) responses to the RFP. Two (2) consulting firms were interviewed by the RFP Evaluation Committee. Extendicare Assist was selected as the consultant to conduct the review.

The review is expected to commence in June 2018. The consultant will provide a report of the review and findings which includes:

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- A description of the purpose, scope and any limitations of the review
- Indicators and benchmarks used and comments regarding the performance metrics in place at the Home, how they are used to drive change and any suggestions for improvement
- Methodology used to obtain information, both quantitative and qualitative
- Comprehensive recommendations for improvements and changes, associated implementation plans and financial implications
- Other findings or observations
- A formal opinion of the Sun Parlor Home's operational, financial and regulatory health
- Identify the steps necessary to achieve accreditation

The final report will be shared with the County, the Chief Administrative Officer (CAO), the Home's management, staff and residents in October 2018, prior to the start of the 2019 budget deliberations.

Financial Implications

Included within the 2018 Budget is \$150,000 from the Corporation's Rate Stabilization Reserve to undertake the service delivery review. The Extendicare Assist submission of \$139,680 plus applicable taxes remains within the Budget (there is a contingency in the submission).

Recommendation

This is for the information of Council.

Respectfully Submitted

Lynda Monik

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Concurred With,

Robert Maisonville

Originally Signed by

Robert Maisonville, Chief Administrative Officer