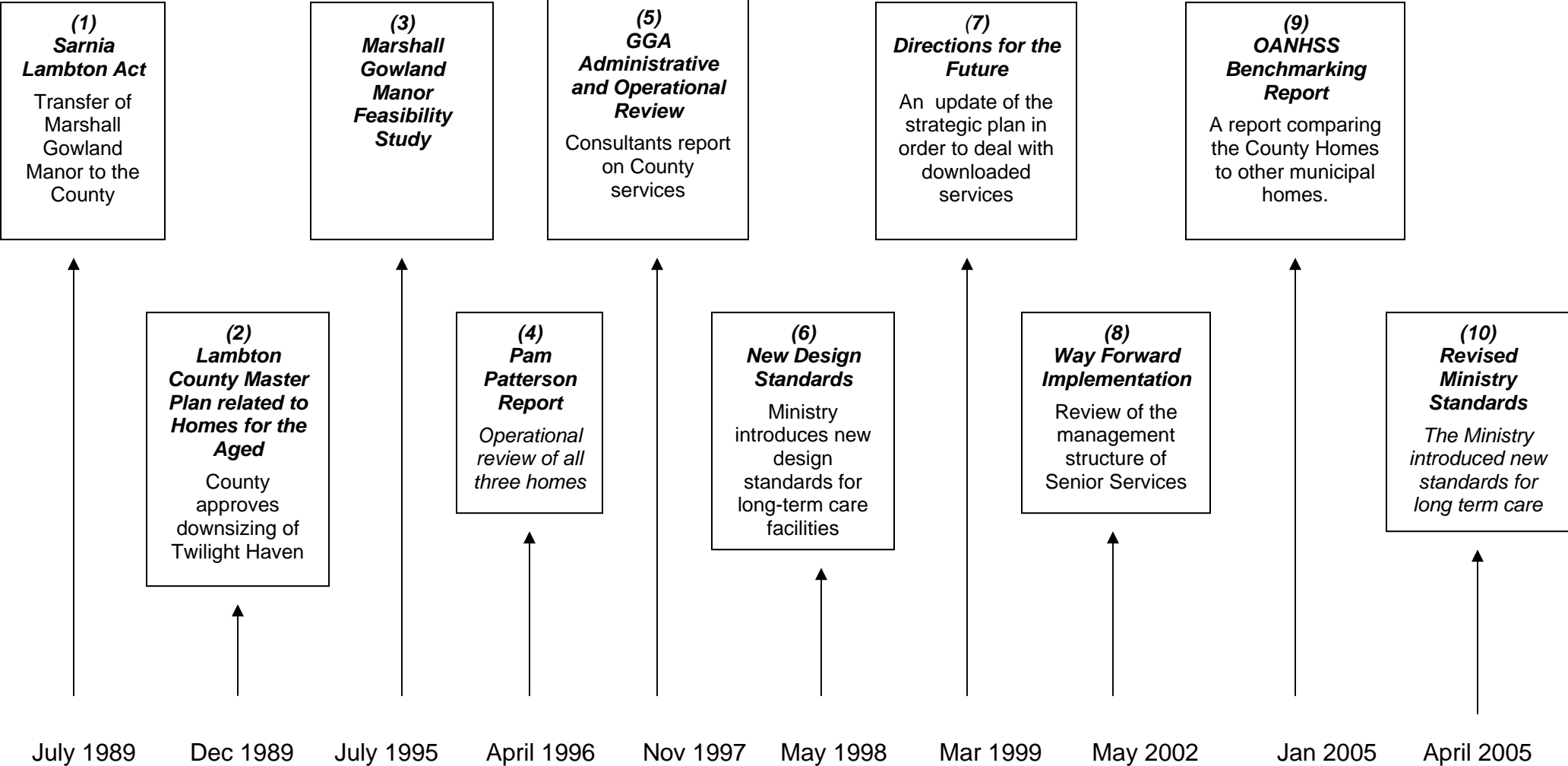


**COMMUNITY SERVICES DIVISION  
SENIOR SERVICES DEPARTMENT**

**HISTORICAL IMPACTS/REPORTS TIMELINE**



# COMMUNITY SERVICES DIVISION SENIOR SERVICES DEPARTMENT

## HISTORICAL IMPACTS/REPORTS TIMELINE

### 1. Sarnia Lambton Act 1989

- In 1989, the City of Sarnia and the Town of Clearwater amalgamated and as a result of the amalgamation, responsibility for Marshall Gowland Manor (MGM) was transferred to the County as of January 1, 1991.

### 2. Lambton County Master Plan Related to Homes for the Aged

- A Consultant's report was completed late in 1989 that was to define the role of the County's Homes for the Aged over the next 20 years.
- The report analyzed the demographics of Lambton County, distributed a questionnaire to key stakeholders, held focus group sessions across the county and held a workshop to address programming and funding needs.
- The report recommended that:
  - i) Twilight Haven (LTH) be reduced from 180 beds to 120 beds and that North Lambton Rest Home (NLRH) remain at 88 beds for the time being.
  - ii) That a Director of Senior Services be appointed to oversee the three Homes.
  - iii) That no new service programming be introduced at the present time.
- In response to the report, a new facility was built on the same property as LTH and the former LTH was demolished.
- In Sept 1993, the new Lambton Meadowview Villa opened with 125 beds.

### 3. Marshall Gowland Manor Feasibility Study

- In March 1995, Graham Bentley & Associates was retained to conduct a detailed analysis of the feasibility of re-developing MGM and to develop a program outlining the program and service requirements for a new facility.
- The final report outlined three options related to the building:

- i) Improvement of the existing facility, which would not address the fundamental deficiencies in the residents' living environment.
- ii) Redeveloping the existing facilities including renovation of the four-storey 1972 wing for 65 beds and replacing the 1968 wing with a new building for day programs.
- iii) Building a new facility that meets current planning guidelines and standards.

- The report also considered the potential use of surplus hospital space and transferring MGM to the private sector. The use of surplus hospital space did not appear to have any capital costs advantage over the other proposals and was therefore not a recommended option. The transfer of MGM to the private sector was also dismissed as a long, difficult and potentially costly option.
- The final recommendation from the report was to redevelop MGM as a 65-bed long-term care facility with an expanded outreach program and a new Alzheimers day program to meet the needs of seniors within the City of Sarnia and surrounding area. The recommendation also indicated that the preferred option would be to build an entirely new facility rather than renovate the existing buildings.
- County Council initially approved this option in September 1995 but reconsidered the recommendation in 1996, deciding to retain the current 126 beds.

### 4. Pam Patterson Report

- In response to a number of concerns related to staff issues and funding restraints, County Council authorized a review of the operations of Senior Services in 1995.
- The report recommended changes to the management and administrative support staff positions, as well as recommendations related to improvements in strategic planning, communications, and performance management systems.
- As a result of this report, the following positions were hired:

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A full time policy analyst  
3 support staff (one for each home)  
1 volunteer coordinator  
1 ward clerk

### 5. GGA Administrative and Operational Review

- GGA Management Consultants were retained by County Council to undertake a review of some county departments, including Senior Services, in 1997.
- Recommendations implemented from the report included:
  - i) Elimination of the Assistant Administrator's position at LMV.
  - ii) Elimination of the full time policy analyst's position.
  - iii) Elimination of clerical and administrative staff positions as a result of the implementation of the county-wide finance system.

### 6. New Design Standards

- In 1998 the Ministry of Health and Long-Term Care introduced mandatory design standards for long-term care facilities and required that all "Class D" facilities be upgraded or rebuilt to "Class A" standards.
- Both MGM and NLRH were "Class D" facilities
- The Ministry was committed to paying \$10.35 per bed per day for a period of 20 years to aid in the rebuilds.
- In addition, facilities were allowed to keep 100% of their preferred accommodation revenue to assist in the redevelopment costs.

### 7. Directions for the Future

- An updated strategic plan was completed in March 1999 and the recommendations related to Senior Services were:
  - i) To explore revenue options, including user fees
  - ii) To proceed immediately with the capital upgrade of two Homes

- iii) To maximize the use of external funding
  - iv) To continue efforts to standardize wage rates in all three homes
  - v) To bring operating costs in line with those within the industry
  - vi) To eliminate non-compliance issues.
- The redevelopment of both MGM and NLRH , to meet the new standards, was approved by Council in June 2000.

### 8. The Way Forward Implementation

- As a result of the Way Forward report, Senior Services became a department of the Community Services Division.
- A full review of the organizational structure was undertaken in late 2001, early 2002 with the changes implemented in mid 2002.

### 9. OANHSS Benchmarking Report

- In late 2004 the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) undertook a benchmarking review of the operations of the three County homes.
- The report compared the operations of the County homes with other municipally operated homes, as well as to each other. The Benchmarking review included comparisons to 43 other municipal homes.
- Five recommendations were developed as a result of the report:
  - i) That a long-term staffing plan be prepared
  - ii) That staff investigate the practice in other municipal homes of charging user fees
  - iii) That an analysis of the costs for the Meals on Wheels service be completed
  - iv) That the feasibility on an integrated system for the provision of menu development, recipes, productions sheets etc. be investigated.

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- v) That all options regarding the provision of laundry services be reviewed.
- The cost analysis for the Meals on Wheels program was completed early in 2005 and the cost recovery is slowly increasing to match actual costs. It is anticipated that full cost recovery for the program will be achieved in 2007.
- In mid 2005, a review of laundry services was completed and an RFP was issued for the supply of laundry services for all three homes. The successful bidder was a local firm and it is anticipated that there will be significant savings with the new supplier.

**10. Revised Ministry Standards**

- The Ministry announced increased funding effective October 1, 2004 with the direction that the money was to be used to increase staffing levels and ensure each resident was bathed twice per week.
- In addition, the Ministry required that an RN be on site and on duty 24 hours a day, 7 days per week and that full time and part time direct care staffing be increased with the additional funds.
- In response to the Ministry's requirements, the Homes' staff was increased by 10.5 fte's in the 2005 budget.

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**BENCHMARK COMPARISONS**

**External**

- The Municipal Performance Measurement Program (MPMP) does not track any performance measures for Long-Term Care.
- The Ontario Municipal Benchmarking Initiative (OMBI) has been collecting data for benchmarking purposes. The County of Lambton is not a member of this group but does have access to some of the information.
- OMBI tracking data includes:
  - i) Operating costs per resident day (CMI adjusted)
  - ii) Annual Occupancy rate
  - iii) Case Mix Index and the Case Mix Measure
  - iv) # of staff hours per resident day
- The benchmarks referred to in the OANHSS report are also available (at a cost), they include:
  - i) Total nursing and personal care expenses
  - ii) Total program and support services expenses
  - iii) Total housekeeping, building & property, general administration and laundry expenses
  - iv) Total raw food costs
  - v) Total dietary expenses
  - vi) Total Wage and Benefit Costs for all of the above expense categories
- All of this data is only available as it relates to Not for Profit or municipally funded homes. Benchmarking data on for profit homes is generally not available.

**Internal**

- Staff track the following information on an annual basis, for comparison among the three homes:
  - i) Annual occupancy rates
  - ii) Case Mix Index and Case Mix Measure
  - iii) # of staff hours per resident day