

2023-24 and 2024-25 Long-Term Care Floor Hour Staffing Increase

Presented To:	Community and Emergency Services Committee
Meeting Date:	June 19, 2023
Type:	Managers' Reports
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Recommended by:	General Manager of Community Development

Report Summary

This report provides a recommendation regarding the Ministry of Long-Term Care's funding for the ongoing implementation of the "A better place to live, a better place to work: Ontario's long-term care staffing plan 2021-2025" and the Fixing Long-Term Care Act, 2021 (FLTCA). This funding is to support increasing direct care for residents through nurses, personal support workers and allied health care professionals; for improvements identified in the FLTCA and Regulation 246/22 that will enhance quality of care and quality of life, and the resolution required to meet the mandated service level targets.

Resolution

THAT the City of Greater Sudbury, authorizes hiring in accordance with the terms and conditions of the 2023/24 Long-Term Care Staffing Increase Funding Policy, to achieve service level targets for direct care to residents as prescribed by the province with no impact on the property tax levy;

AND THAT staff undertake such hiring of specified front-line professionals as required at Pioneer Manor, with regular reporting to Council, as outlined in the report entitled, "2023-24 and 2024-25 Long-Term Care Floor Hour Staffing Increase", from the General Manager of Community Development, as presented at the Community and Emergency Services Committee meeting on June 19, 2023.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report refers to the goal: Create a Healthier Community as identified in the Strategic Plan, as it aligns with the Population Health Priorities of Building Resiliency, Investing in Families, Creating Play Opportunities, Promoting Mental Health Awareness, Achieving Compassionate City Designation, and Implementing an Age Friendly Strategy. The information in this report has no relationship to the Community Energy & Emissions Plan.

Financial Implications

There are no immediate direct financial implications associated with this report as the cost associated with

increase floor hours is being funded through Provincial Grants.

Background

In 2018 the Minister of Long-Term Care (LTC) stated that the LTC system was broken, and that the status quo was no longer working. In February 2020, the Ministry conducted a study to provide a strategic plan for LTC home staffing in response to recommendation #85 of the Public Inquiry into the Safety and Security of Resident in the LTC Home System. This resulted in funding for a multi- year staffing enhancement to all LTC homes. As a result, a multi-pronged plan to fix long-term care was introduced. This plan would focus on building adequate staffing levels and addressing through legislation the modernization of the Long-Term Care Act, now known as the *Fixing Long-Term Care (FLTCA) Act, 2021*.

Ontario's long-term care staffing plan 2021-2025 is the largest multi-year investment in LTC health human resources in Ontario's history. This plan links increased funding to prescribed staffing positions that provide daily direct care to residents with targeted hours of care resulting in new performance indicators specifically designed to monitor these outcomes. Eligible classifications identified by LTC are assigned as either under Direct Care or Allied Health Professional Occupations. The chart below outlines the flow of the multi-year funding and service target levels for care.

Provincial Funding Allocation for LTC Homes				
			Service Level Targets	
	Fiscal year	Amount	Direct Care	Allied Health Professional
Year 1	2021-22	\$270 million	3 hours	33 minutes
Year 2	2022-23	\$673 million	3 hours 15 minutes	36 minutes
Year 3	2023-24	\$1.25 billion	3 hours 42 minutes	36 minutes
Year 4	2024-25	\$1.82 billion	4 hours	36 minutes

Analysis

In the fall of 2021, City Council passed resolution (FA2021-78) that authorized Pioneer Manor to hire more staff in accordance with the provincial "Long-Term Care Staffing Increase Funding Policy for LTC Homes" and Pioneer Manor has achieved service level targets for 2021, 2022 and 2023.

Funding Allocation to Pioneer Manor			
		Pioneer Manor Service Level Achievement	
Funding Period	Amount	Direct Care	Allied Health Professional
Year 1 (2021)	\$1,050,318	3 hours	31 minutes
Year 2 (2022)	\$2,636,074	3 hours & 26 minutes	36.6 minutes
Year 3 (2023)	\$3,440,160	3 hours & 42 minutes	37 minutes
Year 4 (2024)	Pending MLTC	4 hours (projected)	37 minutes (projected)
Cumulative total	\$7,126,552		

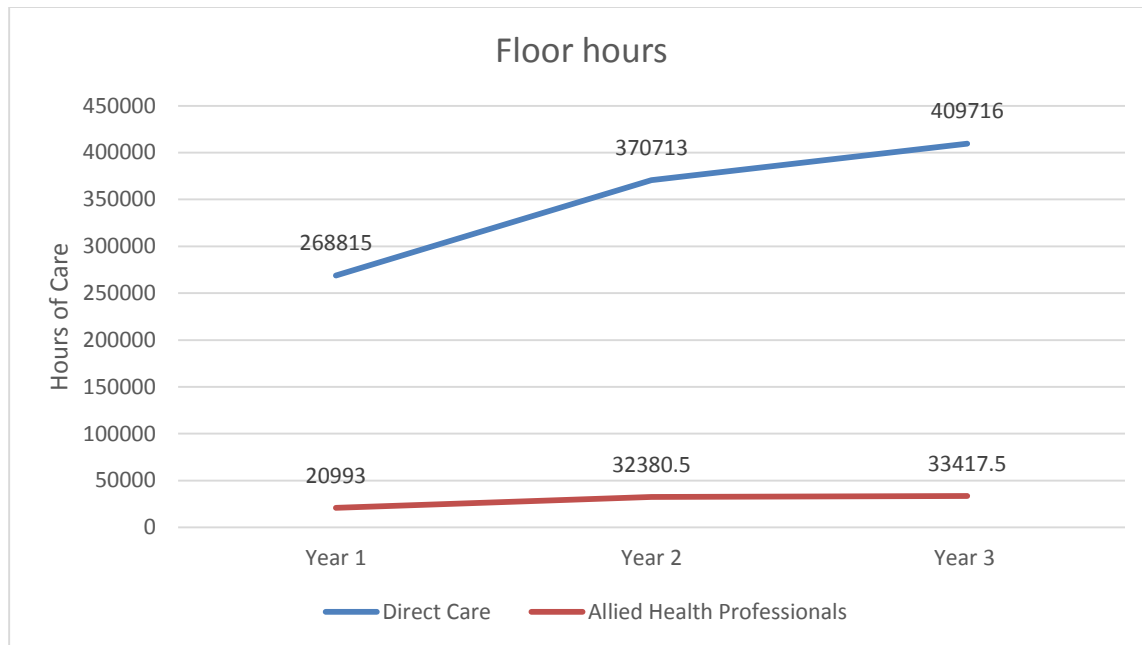
2023/24 Long-Term Care Staffing Increase Funding Policy

The funding under this policy provided to eligible LTC home licensees starting in April 2023, is flowed through twelve fixed monthly installments, paid through the regular monthly payment schedule.

An internal position analysis involving floor hour calculations was completed. A floor hour calculation provides the number of hours required to staff a 24/7 operation ensuring the home can meet all legislative requirements of care. The calculation also includes the required hours necessary to meet the mandatory vacation and sick time allotted to each full-time employee.

The floor hours from year 1 and year 2 show the increase in the hours have helped to achieve the legislative

service level targets. To achieve the 2023/24 service level target, it is recommended to increase floor hours for Direct Care by 39,000 hours and Allied Health Professionals by 1037 hours. (See chart below)



Based on the staffing patterns, it is recommended that the Long-Term Care Services Division utilizes all available MLTC 2023/24 staffing funding to increase the floor hours at Pioneer Manor to meet the objective of increased direct care time for residents with no impact to the 2023 budget or draw from the local property tax levy.

Furthermore, as per section 7.7 of *the 2023/24 Long-Term Care Staffing Increase Funding Policy*, the LTC home licensees shall not redirect unused funds to any of the level-of-care envelopes. Unused funds shall be returned to the Ministry as the new funding is to be used to increase direct care time.

The funding to date has allowed the Home to hire 45 full-time positions:

Direct Care

- 28 full-time Personal Support Workers (PSW),
- 4 full-time Registered Nurse (RN) positions,
- 7 full-time Registered Practical Nurse positions,

Allied Health Professionals

- 1 full-time Social Worker position
- 1 full-time Rehabilitation Assistant
- 1 full-time Coordinator of Intake & Resident Relations
- 1 full-time Physiotherapist
- 1 full-time Occupational Therapist
- 1 full-time Dietician

Achieving service level outcomes to March 31, 2025

The province indicated in October 2021 and again in the 2023/24 funding policy out-year national funding allocation to provide additional funding for the final year of implementation, from April 1, 2024, to March 31, 2025, to achieve the service level outcome targets to increase direct care. For Pioneer Manor to achieve the

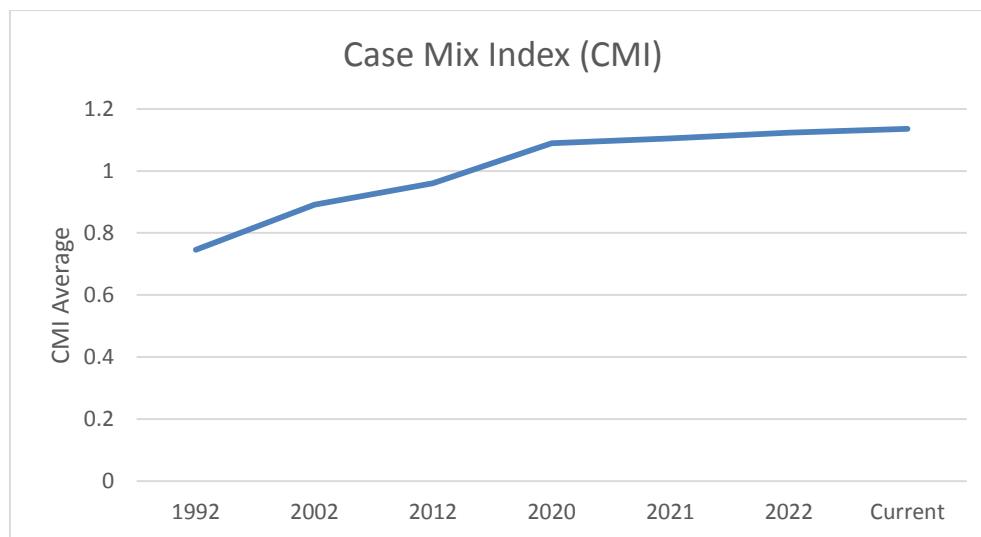
final service level outcomes by April 1, 2025, ongoing staff floor hour analysis will be conducted that will maximize opportunities to use the provincial funding allocation, as prescribed within Ministry direction, while ensuring there is no impact on the tax levy. Additional floor hours will be allocated to hire full-time staff where feasible and the allocation of part-time hours for to ensure operational coverage and collective agreement requirements.

Outcomes

The benefits of increased direct hours of care have a positive impact for residents and staff. For Residents, increased hours of care results in greater consistency in staffing, more staff providing care and allowing staff to spend more time at the bedside with residents. More floor hours have also resulted in reducing staff workload as the acuity level of residents continues to increase demand for care. This increase in staffing will also help in reducing injuries resulting in a safer work environment/home environment for both staff and residents.

Resident Acuity

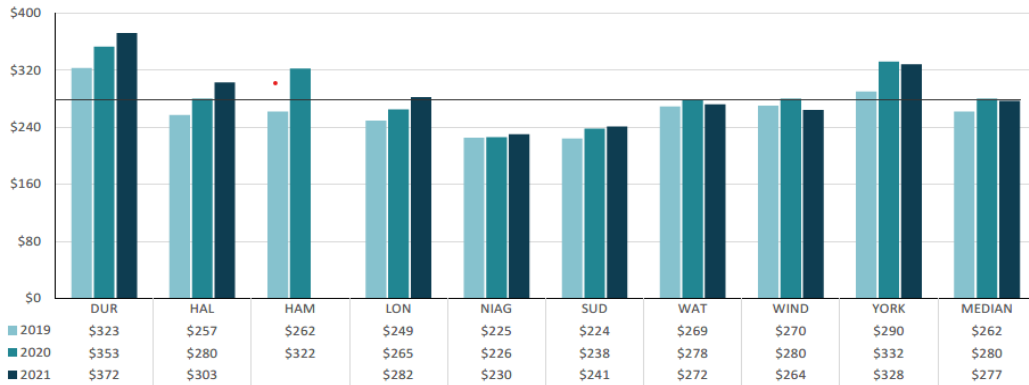
This new funding is timely as Pioneer Manor resident acuity continues to increase, thereby requiring greater hands-on care for complex cases as reflected in the Case Mix Index (CMI). Resident acuity is measured by the CMI through resident assessment and documentation completed by staff. CMI data is reported quarterly to the MLTC, and each resident's assessment encompasses the complexity of care required. CMI is a relative measurement predicting resources required and provides an indication of the intensity of necessary care. As the data below indicates this new funding aligns with the increase in residents presenting with complex care needs.



Monitoring future impact and Challenges

Pioneer Manor continues to monitor and assess factors that increase the cost-of-service delivery, and the chart below illustrates that the City of Greater Sudbury operates below the median benchmarking cost for municipal LTC comparators. In 2021, according to the Municipal Bench Marking Canada (MBNCan) data, Pioneer Manor was below the median cost, and had the second lowest at \$241. A second independent benchmarking analysis by AdvantAge Ontario using the MLTC Annual Reconciliation Report (ARR) report ranked Pioneer Manor at the 28 percentile for expenditures (salaries and benefits) of 96 municipal LTC Homes.

LTCR305 – Long-Term Care (LTC) Facility Direct Cost (CMI Adjusted) per LTC Home Bed Day Based on MLTC Annual Return (2021)



Hamilton: 2021 pending and not available at time of publication.

Potential challenges that lay ahead include ongoing Health Human Resource Shortages; increasing resident acuity; increased workload for unfunded services and supports for non-care related support services (Administration, Maintenance, Housekeeping, Food Services, Laundry) and unknown future funding pressures, subject to inflationary costs, collective bargaining, and possible provincial funding shortfall. All these potential issues may present challenges in budgetary challenges in future years.

It is important to note that this funding is separate from and in addition to other existing funding (e.g., Level of Care funding) being provided to LTC home licensees. The current assessment finds a low risk of this funding being suspended or eliminated as this new funding is now embedded within the *Fixing Long-Term Care Act, 2021, section 8(1)* establishing system targets for hours of care being provided to residents. It is anticipated this new funding will be continue and be incorporated into provincial Level of Care funding for LTC Homes.

Working internally with Economic Development and collaboratively with the post secondary and secondary programs Pioneer Manor has been able to leverage several paths to achieve staffing but recognizes there continues to be ongoing Health Human Resources (HHR) shortages within the broader health- care sector. Despite all effort, there are still some vacancies which have required the continued use of agency staff to ensure the residents within the Home receive their proper care. Increased staffing for resident care and allied health professions has a trickle-down effect that has resulted in growing pressures on those services funded through the Other Accommodation envelope i.e., administration (recruitment, scheduling, timekeeping) and Facility oversight - housekeeping and maintenance (increased cleaning, waste, and laundry). Ongoing analysis of these sections and the impact on workload will continue focusing on the identification of opportunities to reposition staffing and modernize services.

While hours of care are included in the FLTCA, there is a small chance that overtime the funding provided to support additional staff will not increase enough to cover staffing costs associated with future rounds of collective bargaining. It will be critical for Pioneer Manor, with support from Corporate Finance, to monitor hours of care, funding allocations and adjust to uphold the commitment to no immediate impact on the tax levy. In the event there is a funding short fall to achieve the level-of-care staffing, a report will be brought to the Committee with options to address the funding challenges.

Next Steps

Once approval is provided to implement the proposed plan Pioneer Manor will continue to monitor the operational budget and allocate resources to achieve the level of care service outcomes for the next two years. Hiring will be implemented in a phased approach to limit disruptions to the operational schedule. Long-Term Care Services will continue to bring regular reporting to the Community and Emergency Services Committee.

Resources Cited

- [A better place to live, a better place to work: Ontario's long-term care staffing plan | ontario.ca](#)
- [Ontario Taking Action to Immediately Increase Staffing in LTC, Leading to More Direct Care for Residents | Ontario Newsroom](#)
- [eSCRIBE Agenda Package \(escribemeetings.com\)](#) (Resolution # FA2021-78)
- [escribed Agenda Package \(escribemeetings.com\)](#) (April 17,2023 pg. 47 report to Community and Emergency Service Committee)
- [https://ltchomes.net/LTCHPORTAL/Content/2a.%202023-24%20LTC%20Staffing%20Increase%20Funding%20Policy%20\(revised\)%20English.pdf](https://ltchomes.net/LTCHPORTAL/Content/2a.%202023-24%20LTC%20Staffing%20Increase%20Funding%20Policy%20(revised)%20English.pdf)
- Long-Term Care staffing study: <https://www.ontario.ca/page/long-term-care-staffing-study>
- Public Inquire into the Safety and Security of Residents in the Long-Term Care Homes System: <https://www.ontario.ca/page/public-inquiry-safety-and-security-residents-long-term-care-homes-system>