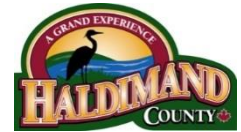

HALDIMAND COUNTY

Report CMS-GL-03-2018 Funding for Additional Registered Nurses in the Long-Term Care Home Sector



For Consideration by Council in Committee on August 28, 2018

OBJECTIVE:

To accept ongoing funding of up to \$106,000 from the Hamilton Niagara Haldimand Brant (HNHB) Local Health Integration Network (LHIN). This funding must be used to hire one full-time equivalent Registered Nurse (RN) position. This funding is an investment to increase Long-Term Care Home's ability to provide support to Residents with growing complexity of needs and to improve overall quality of care in the long-term care home sector.

RECOMMENDATIONS:

1. THAT Report CLS-GL-03-2018 Funding for Additional Registered Nurses in the Long-Term Care Home Sector be received;
2. AND THAT the Mayor and Council authorize the use of these ongoing funds from the Hamilton Niagara Haldimand Brant Local Health Integration Network to cover salary and benefits of a full-time Assistant Director of Nursing;
3. AND THAT the Revised 2018 Tax Capital Budget as outlined in CMS-GL-03-2018 be approved;
4. AND THAT the additional costs associated with this position as outlined in CMS-GL-03-2018, be approved and incorporated into the 2019 Tax Supported Operating Budget as a Council Approved Initiative.

Prepared by: Joanne Jackson, Administrator, Grandview Lodge

Respectfully submitted: B. Hugh Hanly, General Manager of Community Services

Approved: Donald G. Boyle, Chief Administrative Officer

EXECUTIVE SUMMARY:

The Ministry of Health and Long-Term Care (MOHLTC) has provided additional ongoing dollars of \$106,000 to create and fill a new Registered Nurse full-time equivalent (FTE) position. This investment is targeted to increase long-term care homes (LTCH) ability to provide support to residents with growing complexity of needs and to improve overall quality of care in the LTCH sector.

BACKGROUND

Grandview previously had the position of Associate Director of Nursing (ADON) prior to, and after the redevelopment. The position was declared redundant, when the incumbent at the time resigned, so that the salaries and wages could be redirected to other front line staff. Now that additional staff have been added to the complement since the redevelopment, the Director of Nursing is finding that the workload involved in managing such a large department at Grandview has become increasingly difficult. The opportunity to reinstate this position with little added cost is a welcome initiative.

ANALYSIS:

Administration staff at Grandview Lodge received a letter from the MOHLTC dated May 8, 2018 (Attachment 1). The letter advises the MOHLTC would provide additional funding to long-term care homes throughout Ontario, to support Residents with growing complexity needs and to improve overall quality of care for the Residents. Effective July 1, 2018 and subject to the MOHLTC receiving the necessary appropriations from the legislature, Administration would like to accept the money of up to \$106,000 (\$79,552 in the 2018-19 funding year) to hire a full-time RN non-union position to work as the Assistant Director of Nursing (ADON) in a permanent capacity.

Human Resource Issues

Currently the Director of Nursing at Grandview Lodge has a span of control of 100 staff in the Nursing Department (Registered Nurses, Registered Practical Nurses and Personal Support Workers) and an additional three staff in the Administrative Department; two of these Administrative staff are also responsible for work duties assigned by three other Supervisors. The Director of Nursing is responsible for overseeing all Human Resource aspects of those roles including, but not limited to, performance management, absenteeism, recruitment, retention and labour relations. The Director of Nursing is also responsible to ensure that Ministry of Health and Long Term Care Homes Act and Regulations are adhered to by all staff and that policy and procedures are reflective of the requirements under those Regulations and in alignment with current Nursing Best Practices. The addition of an ADON in a non-union supervisory role will widen the span of control and allow for a more comprehensive approach to the above mentioned responsibilities. Specifically, the ADON will be able to enforce and ensure the mandated training requirements for the nursing department are met and would also be responsible to ensure staff on the frontline are working in accordance with the policy and procedures set out by Grandview Lodge and Haldimand County.

Increased Presence on the Floor

Increasing the visibility of a supervisor on the direct care Home areas will ensure staff are working to their highest potential and assuming the accountabilities assigned to them. This alone will have a positive impact on care delivery and Resident satisfaction. Another benefit of having a supervisor on the units is the ability to take corrective action through teaching opportunities at the time an error or need for improvement is identified, this along with the ability to “catch someone doing something right” will serve to improve the morale of the staff and build stronger relations between the frontline staff and the management team.

Ensure Compliance with Training

An increase in the number of “near miss” reported accidents in the Home over the past year has been associated with responsive behaviours of Residents during personal care. Upon review of the incident forms, it became apparent that some staff are not utilizing the Montessori training in relation to these issues. The training encourages staff to use critical thinking to identify the “trigger” for the behaviour and put interventions in place to avoid the trigger. This is a proactive approach, however, it is evident that due to staffing issues, the workers have resorted to reactive approaches which in many cases is too late and the potential for injury has occurred. Having a supervisor on the unit to enforce the philosophy of care or observe and make suggestions, will decrease the risk of harm to staff and residents.

Reduce Administrative Workload for Frontline Registered Nurses

The ADON position can also positively impact direct workload issues for registered staff, specifically during the admission process of a new resident. The added workload associated with admissions is currently absorbed into the daily routine of the registered staff working on the unit on the day of

admission. By assigning this task to the ADON role, the home will be able to ensure the mandated documentation and assessments are completed in an efficient and accurate manner without compromising the care of the other Residents on the units. Also, with the increase in acuity of the Residents entering long-term care, it is beneficial to have an RN complete the initial assessment and build the plan of care, using their expertise and heightened scope of practice for others to follow.

General Support of Grandview Administration and Direct Care Staff

The ADON will have daily knowledge of the operations and will be able to provide valuable insight to the efficacy and sustainability of the programs, both mandatory and elective, and make suggestions for improvements to the appropriate committees as well as the Director of Nursing. Specific areas of focus will be placed on current identified quality improvements such as falls, transfers to the Emergency Room and the reduction of anti-psychotic medications.

All conditions of funding, including its use, documentation, reporting and evaluation on this new registered nurse FTE position as the Assistant, Director of Nursing will be reported in the 2018 annual report.

FINANCIAL/LEGAL IMPLICATIONS:

The additional \$106,000 of ongoing funding announced by the MOHLTC must be used for the creation and maintenance of a new and permanent full-time Registered Nurse to support Residents with growing complexity of needs and to improve overall quality of care in the LTCH sector. This ongoing funding will be used to cover the salary and benefit costs of the new Assistant Director of Nursing position.

The sustainable funding of \$106,000 will be included in Grandview Lodge's 2019 Tax Operating Budget. Based on the 2018 rates, the position of the Assistant Director of Nursing would either be rated at Grade 7 level (non-union salary grid) for wages and benefits at a cost of \$106,987, or, rated at Grade 8 level with wages and benefits at a cost of \$114,058. An initial rating indicates that the position would be rated in Grade 7. The rating of this position by the Non Union Job Evaluation Team (NUJET) will be completed upon approval of this position by Council, with the final rating included in the 2019 Tax Supported Operating Budget. Although the current nursing station setup is sufficient for additional staff, the ADON will require the purchase of a portable 2 in 1 device as well as the required software licences. If the position is approved, the purchase of this device, will require an amendment to the 2018 Tax Supported Capital Budget as outlined below.

	Current Approved Budget	Proposed Revised Budget
Expenditures:		
Portable 2 in 1 device, and required software licences	\$0	\$3,500
Mobile device (with accessories)	\$0	\$400
Total Expenditures:	\$0	\$3,900
Financing:		
Ministry of Health Funding	\$0	\$3,900
Total Financing:	\$0	\$3,900

As a result of amending the 2018 Tax Supported Capital Budget outlined above, there are also additional operating costs for the monthly use of the mobile device and contribution for replacement of the technology, estimated in the amount of \$1,000. This amount will be recovered from the grant received in 2018 and will not create a variance in the 2018 Tax Supported Operating Budget. Potential future inclusion of this initiative in the 2019 Tax Supported Operating Budget will result in a levy increase of approximately \$3,000 to \$9,500.

Upon acceptance of this funding by Haldimand County, the MOHLTC additional funding will be received by Grandview Lodge through the MOHLTC nursing and personal care funding envelope. The new funding therefore will be subject to conditions and constraints that are inherent to this funding envelope. The key constraints of this funding envelope state that the funding must be spent on professional nursing services and unspent funding must be returned to the MOHLTC. If the County wishes at any time to terminate this position, the funding will cease and any unspent funds will have to be returned to the MOHLTC.

STAKEHOLDER IMPACTS:

Not applicable.

REPORT IMPACTS:

Agreement: No

By-law: No

Budget Amendment: Yes

Policy: No

ATTACHMENTS:

1. Correspondence from the Ministry of Health and Long-Term Care, dated May 8, 2018 regarding Funding for Additional Registered Nurses in the Long-Term Care Home Sector
2. Assistant Director of Nursing Job Description