



MINUTES

JOHN NOBLE HOME COMMITTEE OF MANAGEMENT WEDNESDAY, DECEMBER 9, 2020

1:00 P.M.

VIRTUAL MEETING
JOHN NOBLE HOME

Sarah MacCuish
Administrative Assistant

**JOHN NOBLE HOME COMMITTEE OF MANAGEMENT
MINUTES**

WEDNESDAY, DECEMBER 9, 2020

1:00 P.M.

VIRTUAL MEETING

Councillor Carpenter in the Chair

1. ROLL CALL

Present: City of Brantford
Councillor Carpenter
Councillor Antoski
Mayor Davis (1:01 arrived)

County of Brant
Mayor Bailey
Councillor Gatward
Councillor Wheat

Regrets: Councillor Vanderstelt

Also Present: J. Miller, S. MacCuish, S. Proulx, M. Cox, J. Patenaude, S. Dykstra,

2. DECLARATIONS OF CONFLICTS OF INTEREST

No pecuniary interests were declared

3. MINUTES

3.0 Minutes

Moved by Councillor Wheat
Seconded by Councillor Antoski

THAT the following Minutes (3.1- 3.2) BE ADOPTED:

3.1 John Noble Home Committee of Management – November 11, 2020

**3.2 John Noble Home Committee of Management, In-Camera –
November 11, 2020**

4. PRESENTATIONS/DELEGATIONS (list, if any, available at meeting)

4.1 2021 Budget Presentation

S. Proulx, Financial Manager, John Noble Home

J. Miller highlighted:

- Budgetary pressures due to the increased costs of managing COVID-19 and implementing the protocols and guidelines from the Ministry of Long Term Care, increased employee compensation and benefits related to various leaves of absences and infectious disease medical leaves.
- Challenges the Home face include the increased regulatory changes related to the pandemic and staff retention and recruitment. Retention and recruitment are an existing industry challenge but has this been exacerbated by limiting staff to work in only one health care facility.
- Priorities in 2021 include the development of a new 20 bed unit, preparation for the Accreditation Survey in October and continued efforts of being a Best Practice Spotlight Organization with the RNAO.

S. Proulx highlighted the Home's revenue:

- Case Mix Index (CMI) is a large portion of the Homes funding. It is a measure of the acuity of residents in the Home. In 2020, the Homes CMI was reduced from 1.0171 to 1.0004. A further minor reduction is anticipated in 2021 and has been conservatively budgeted based on a CMI of 1.0.
- The Home has maintained an occupancy rate of 94% throughout the pandemic. It is anticipated that the requirement to maintain 97% occupancy to receive 100% of the Provincial funding will continue to be waived in 2021. The Home continues to have a healthy waitlist.
- Total Provincial funding increases in 2020 and anticipated increases in 2021 have not kept pace with inflation. The Home is anticipating a 1.5% increase in Provincial funding.
- A substantial reduction in funding programs such as the structural compliance program will result in a decrease of \$24,268 (24% drop) for 2021 with further reductions anticipated in the coming years.
- Uncertainty of pandemic funding is a large factor affecting the 2021 budget. The Home now receives \$43,200/month to offset the costs of Infection Control measures. The Province has only committed to continue these funds until March 31, 2021 although it is anticipated that these measures will continue to be in place for the year.
- Unlike previous years, accommodation rates in Long Term Care have not increased in 2020 and it is expected that the Province will hold the rates for 2021. As a result, the Home has not budgeted an increase in Preferred Accommodation for 2021.
- The Municipal cost sharing arrangement in 2021 is changing. The County cost share will increase from 27.3% to 27.5% with a reduction to the City.

S. Proulx highlighted the 2021 expenditures:

- Infection control measures related to the COVID-19 pandemic for the entire year with Provincial funding to offset only committed until March 31, 2021.
 - This includes: increased cleaning, increased hours for reception to cover 8 p.m-8 p.m. visiting times and screening which was previously provided by

volunteers. In 2019, the Home utilized volunteer hours that totaled the equivalent of 6.75 full time positions.

- Increased hours in the staffing department to ensure shifts are filled.
- Increased hours in the recreation department to accommodate new visitation practices, screening, outdoor and indoor visits as well as provide one programmer for each home area to reduce floor to floor exposure.
- Increased hours for RAI documentation.
- Increased hours for Ward Clerk to allow for increased ordering of pandemic supplies, distribution and inventory.
- All union contracts will be renegotiated in 2021.
- Increase in employee benefit cost identified as one of the largest impacts on the 2021 budget. The Home is facing a 16% increase in 2021 in overall premiums.
- Over 80% of the Homes operating costs are salary and benefits related. The rising cost of benefits and anticipated settlement of contracts are well beyond the 2.1% increase in total Provincial funding.
- Inflationary pressures beyond 2% in food, utilities and medical supplies.

S. Proulx explained the overall net increase:

- Noted an overall increase in Revenue of 2.02% which includes the 3-month contribution of \$43,200/month for pandemic costs up to March 31, 2021.
- All factors lead to an overall increase to total expenditures for the Home of 3.66% or \$529,241.
- Provincial funding is not keeping pace with inflationary pressures and COVID-19 funding not been committed beyond March 31, 2021. This has created a download to the Municipality for this shortfall.
- After factoring in the change in the cost sharing arrangement, this results in an increase of \$202,315 or 11.51% to the City's contribution and \$88,412 or 12.63% to the County's contribution.

S. Proulx provided a financial summary:

- Total estimated increase in Provincial and other funding for the 2021 fiscal year are \$326,926 of which \$129,600 relates to the 3-month contribution towards COVID-19 infection control measures.
- Total increase attributed to infection control measures for COVID-19 for the entire 2021 year is \$206,019 of which \$76,419 is being borne by the Municipality since funding from the Province has not been committed beyond March 31, 2021. This equates to 3.16% overall increase to Municipalities.
- Total increase in wages/benefits is budgeted for \$294,047.

S. Proulx added requested targeted measures:

- The Committee of Management has received a request from City Council dated November 23, 2020, asking the Home to look at options to reduce the total increase for the City's share to 2.25 and 2%. Since Municipal funding is cost shared this will also impact the County.
- A total of \$224,800 in reductions would be required to reach the 2.25% City target which would equate to a reduction of \$162,980 for the City and \$61,820 for the County

- A total of \$231,000 in reductions would be required to reach the 2% City target which would equate to a reduction of \$167,475 for the City and \$63,525 for the County.

J. Miller provided options for consideration to work towards reaching suggested budget targets. Further funding announcements from the province are anticipated and may be in place by budget deliberations.

Mayor Davis asked why the Home is assuming infection control measures will continue until the end of 2021 when a vaccine is being implemented. S. Proulx stated that even with the vaccine, there would still be screening requirements, outbreak protocols and personal protective equipment supplies that the Home must continue to ensure the safety of residents.

Councillor Gatward suggested that if Provincial funding continues and there is a surplus at year end that the funds could be then put in the reserve.

Mayor Bailey stated that even with the vaccine there will be increased guidelines and expenses for the months that follow.

S. Proulx, added that the funding received usually comes with more requirements and additional measures that are to be implemented.

Councillor Carpenter added that an amendment could be made to the budget nearing the end of the budget process which would allow for more information to flow from the Province regarding the funding. A letter from the Committee of Management Chair to the province asking for a commitment in funding was suggested.

5. ITEMS FOR CONSENT

Moved by Councillor Mayor Bailey
Seconded by Councillor Wheat

THAT Items for Consent (5.1- 5.3) BE APPROVED

Items 5.1 and 5.3 were separated for discussion purposes.

**5.2 John Noble Home Monthly Budget Summary for October 2020
[Financial Impact – None – Overall Under Budget at this Time]
(JNH2020-41)**

THAT the Monthly Budget Summary JNH2020-41 for October 31, 2020 for the John Noble Home BE RECEIVED.

Item 5.2 was voted on and approved.

5.1 John Noble Home Administrator's Report [Financial Impact - None] (JNH2020-40)

THAT the John Noble Home Administrator's Report JNH2020-40 BE RECEIVED.

J. Miller stated a collective decision-making agreement is being drafted as the next step for the Brantford Brant Ontario Health Team which will be reviewed by the BBOHT Governance committee. The collective decision-making agreement is due to the province by January 14, 2021. J. Miller and Mary Burnett are Co-Chairs of the BBOHT Dementia Committee which has been focused on mapping the needs and services of dementia care in the community.

Item 5.1 was then voted on and approved

5.3 Human Resources Update [Financial Impact- None] (JNH2020-42)

THAT the Human Resources Update Report JNH2020-42 BE RECEIVED.

S. Dykstra explained the Home has used new job posting and interview techniques which has led to hiring many people in a fairly short amount of time. It was noted that 30% of staff are looking to retire in the next 10 years. The Home will continue to hire to prepare for this gap. Vacancies are high as there has been an increase of staff on leaves due to the pandemic.

Councillor Carpenter met with S. Dykstra and J. Miller to discuss hiring and staffing. A new rapid COVID 19 test that has been developed in Guelph was discussed. This technology would allow for COVID testing of staff before entering the building. More information is being gathered on this new testing process for use in the Home.

S. Dykstra had been requested to examine ways of increasing the number of full- time lines in the Home. An evaluation of the schedule had been done previously which found merging part time positions not a feasible option; however, alternatives which would involve 6-week shift extensions are being investigated, which would not affect the collective agreements in place.

Councillor Antoski left the meeting at 1:56 p.m.

A survey will be conducted of all staff regarding multiple non-healthcare related work locations and interest in joining the COVID-19 response team, which may involve extended stays at the Home.

Mayor Davis left meeting at 1:58 pm.

Item 5.3 was voted on and approved.

CARRIED

6. ITEMS FOR CONSIDERATION

Moved by Mayor Bailey
Seconded by Councillor Wheat

THAT Item for Consideration (6.2) BE APPROVED

6.1 John Noble Home 2021 Operating Budget [Financial Impact- Gross \$14,982,754; City \$1,960,239; County \$743,723].

THAT the John Noble Home 2021 Operating Budget (JNH2020-43) BE RECEIVED; and

THAT the John Noble Home 2021 DRAFT Operating Budget as outlined in Report JNH2020-43 BE FORWARDED to both the City of Brantford and the County of Brant for consideration as part of their 2021 Budget deliberations.

6.2 Verbal Update - Councillor Carpenter meeting with Will Bouma MPP

Items for Consideration 6.1 and 6.2 were voted on and approved.

7. PRIVATE AND CONFIDENTIAL ITEMS

There were no private and confidential items.

8. CORRESPONDANCE

8.1 Letter from City of Brantford - 2021 Budget Direction and Guidance

9. RESOLUTIONS

There were no resolutions.

10. NOTICES OF MOTION

Moved by Councillor Gatward
Seconded by Mayor Bailey

10.1 COVID 19 FINANCIAL RESPONSE

Motion to Waive the Rules:

THAT Sections 15.11.5 and 15.3.11 of Chapter 15 of the City of Brantford Municipal Code BE WAIVED in order to introduce a Resolution without prior Notice of Motion and without first being considered by a Committee of the Whole or Standing Committee:

WHEREAS the COVID 19 virus presents an immediate risk to residents in long-term care homes and the home has the necessary, present, and urgent requirement to implement additional measures for the protection of staff and residents, including, but not limited to, the active screening of residents, staff and visitors, active and ongoing surveillance of all residents, screening for new admissions, managing essential visitors, changes to when an outbreak of COVID-19 is declared at a home, including when it is over, and specimen collection and testing for outbreak management;

And WHEREAS the implementation of these may utilize funds in excess of the budget

And WHEREAS the John Noble Home is anticipating a surplus for the year ending December 31, 2020;

And WHEREAS per City of Brantford Financial Policy any surplus at year end from John Noble Home operations is transferred into a reserve account which may be utilized for unexpected events necessitating funds that are not covered within the operating budget;

AND WHEREAS per County of Brant financial policy any operating surplus realized by the John Noble Home owing to the County equaling less than 5% of the budgeted requisition amount be transferred to the County held John Noble Home reserve for use on capital projects and that annually an operating surplus realized by the John Noble Home owing to the County equaling greater than 5% of the budgeted requisition amount flow to the County operating surplus;

NOW THEREFORE IT BE RESOLVED *THAT the following resolution BE APPROVED and FORWARDED to County Council for consideration:*

“THAT approval BE GIVEN to transfer the entire County portion of the 2020 John Noble Home year end surplus to the John Noble Home Reserve to offset the 2021 operating budget for COVID-19 pandemic expenditures not budgeted”.

VOTE OF 2/3
CARRIED UNANIMOUSLY

S. Proulx explained that the City of Brantford allows for this to occur but the County of Brant has a different ruling where 5% goes back to a reserve at the County to be utilized for John Noble Home capital projects and anything in excess be returned to the general County surplus. The Home estimates a \$150,000 to \$200,000 surplus at this time which is comparable to previous years.

Item 10.1 was voted on and approved.

11. QUESTIONS

No further questions.

12. NEXT MEETING

The next meeting of the John Noble Home Committee of Management will be held on Wednesday, February 10, 2020 via Zoom and will include the election of Chair and Vice-Chair. A January meeting may be held at the call of the Chair.

13. ADJOURNMENT

The meeting was adjourned at 2:09 p.m.

Councillor Carpenter
Chair

S. MacCuish
Administrative Assistant