

To: Warden and Members of County Council

From: Director of Woodingford Lodge

Nutritional Services Review Final Report

RECOMMENDATIONS

1. That Council receive the Woodingford Lodge “Nutritional Services Review Final Report” prepared by D&A Consulting and Associates, dated January 2023;
2. And further, that Council direct staff to engage a consultant to create a master plan for Woodingford Lodge that meets the Provincial requirements of the “Fixing Long-Term Care Act” designed to ensure long term care services are delivered at specified levels of service;
3. And further, that the cost of the master plan, estimated to be between \$50,000 to \$75,000, be funded by the Federal Restart Reserve.

REPORT HIGHLIGHTS

- A review by an independent third party (D&A Consulting and Associates) of how nutritional services are provided at all three Woodingford Lodge homes notes both the high-quality services being provided within current funding constraints as well as a variety of options to be considered that could find cost savings, increase process efficiencies, and resource effectiveness.
- The review concludes that the rapidly changing landscape of long-term care in Ontario requires us to conduct a broader service review to ensure any investments made to nutritional services will be sustainable in the long-term.
- The challenges of the past few years in long-term care, combined with the opportunity of a new Council term, provide fertile ground for the development of a multi-year master plan for Woodingford Lodge to guide decision-making for the future of all aspects of service delivery.
- D&A Consulting and Associates will present their report at the Council meeting.

Implementation Points

Staff will finalize the work with D&A Consulting and Associates and ensure the Province’s reporting requirements by are met by January 31, 2023 in accordance with the Transfer

Payment Agreement for Municipal Modernization Funding (MMF) related to reviewing the efficiencies and effectiveness of nutritional services at Woodingford Lodge.

In accordance with the MMF Transfer Payment Agreement (TPA) with the Ministry of Municipal Affairs and Housing (MMAH), the final Woodingford Lodge Nutritional Services Review Report, as attached to this report, will be submitted to the Ministry and posted on the County's website for the public's access and information by January 31, 2023.

Upon Council's approval to proceed with developing a master plan for Woodingford Lodge, staff will retain the services of a consultant in order to begin work in early 2023 with a target of presenting to Council by the end of Q2 2023.

Financial Impact

The independent review of Nutritional Services delivered by D&A Consulting and Associates has been 100% funded through the Municipal Modernization Fund under a Transfer Payment Agreement with the Ministry of Municipal Affairs and Housing.

One of the resulting report recommends is for the County to consider a Woodingford Lodge Master Plan to operationalize the requirements of the Fixing Long-Term Care Act, 2021, in a coordinated and responsible (fiscally and service delivery) manner.

The cost to develop a master plan for Woodingford Lodge is estimated to between \$50,000 - \$75,000 and is proposed to be funded from the Federal Restart Reserve which has an estimated 2023 year-end balance of \$1.7 million.

Communications

The review of Nutritional Services at Woodingford Lodge included a number of engagement activities with a broad range of key stakeholders including:

- Resident and staff surveys;
- Key informant interviews;
- Focus groups with Resident Councils; and,
- Meetings with senior leadership team members.

Upon approval to proceed with developing a master plan for Woodingford Lodge, these stakeholders will continue to be engaged along with key partners throughout Oxford County (such as local hospitals, relevant societies, and other health care service providers.)

Strategic Plan (2020-2022)



<i>WORKS WELL TOGETHER</i>	<i>WELL CONNECTED</i>	<i>SHAPES THE FUTURE</i>	<i>INFORMS & ENGAGES</i>	<i>PERFORMS & DELIVERS</i>	<i>POSITIVE IMPACT</i>
1.ii.		3.iii.		5.ii.	

DISCUSSION

Background

Staff have recognized in the past that the delivery of nutritional needs for our long-term care residents could be more efficient and in response staff are continuously adapting to better meet those needs. Regular service reviews aid staff in determining medium- to long-term strategies to address the ever-evolving needs while balancing financial, environmental, and health factors.

The last formal service review of Nutritional Services was conducted in 2012.

Upon receipt of approval for up to \$95,000, 100% funded under the Municipal Modernization Program, previously authorized by Council under [Report No. CS 2021-38](#), dated October 13, 2021, Woodingford Lodge proceeded to retain D&A Consulting & Associates through a competitive Request for Proposals process.

Subsequent to approval of Report No. CS 2021-38, the [Fixing Long-Term Care Act, 2021](#) (FLTCA) came into force on April 01, 2022, prompting staff to take into consideration, among many other aspects, enhanced emphasis on person-centered care and residents’ right to participate in their plan of care.

These inputs – regular service reviews ([Oxford County strategic direction 5.ii.](#)), the FLTCA, and the opportunity for Municipal Modernization Funding – lead to, and enabled, the Nutritional Services Review to be conducted.

Comments

Initial Scope / Intent of the Nutritional Services Review

The scope of work for the Nutritional Service Review was to undertake a critical review of existing operational practices for nutritional services for each of the three Woodingford locations, examine effectiveness in terms of level of service and performance, and identify alternative approaches to derive improved levels of service and possible cost savings. The scope focused on the processes involved in meal production, examining the flow of ingredients from procurement to culinary delight. This included a review of:

- agreements with current contracted service providers;
- each location’s physical constraints and opportunities, including inter-facility transportation and logistics; and,
- consideration of scaling meal production with the potential for increasing the number of beds owned and operated by Woodingford Lodge in the future.

It was also an intent of the review to identify additional efficiencies as they presented themselves, including, but not limited to broader considerations for overall service efficiencies

such as laundry services, equipment, transportation and logistics, maintenance / service agreements, etc.

Overarching Themes

D&A compiled the feedback gathered during their engagement process and grouped it into six overarching themes, with the most direct theme being the provision of nutritional services.

Nutritional Services

- We are providing high quality nutritional services given current funding levels
- The Nutritional Services Team is responsive to requests whenever possible
- Resident and Family Councils, and the Food Committee currently have somewhat limited opportunities for participation in decision-making processes, with engagement primarily from Woodstock; legislative requirements
- Other options considered:
 - More menu choices for residents (staff are encouraged by the recent legislative changes to menu planning, specifically the emphasis on “a la carte” options ([Fixing Long-Term Care Act, 2021](#)))
 - Staff be allowed to purchase a meal (for themselves)
 - The Café at the Woodstock site open every day, operated by Woodingford staff
 - More food-related events for residents
 - A focus on traditional entrées

Two key system-level, strategic themes emerged from the review that are directly connected to Recommendation No. 2 of this report as well as to the recommendation contained in Report No. WDFL 2023-01 Application for Long-Term Care Home Development.

Demand versus Supply of Long-Term Care Beds in Oxford County

- The demand to access a bed at Woodingford surpasses the current supply of beds. Considering that the total number of people over 65 is 24,390 for the entire County, coupled with wait times (1,500 on the waitlist), the demand surpasses the current bed supply of 717 and the future bed supply of 931, including announcements for new beds in Tavistock and Tillsonburg.

Long Term Planning Needs (multi-year master plan)

- Woodingford is currently without a multi-year master plan. The past few years have focused on daily management of COVID, combined with implementing and / or adapting to the findings in the [Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System](#) (Gillese Report, 2019), the [COVID-19 Commission](#) (Report, 2021), the release of the [Fixing Long-Term Care Act 2021](#) and associated [Ontario Regulation 246/22](#) (2022). Therefore, it is timely to develop a master plan that will set out clear direction for ensuring the legislated service deliver standards for long term care are met.
- Given that Woodingford is currently embarking on an accreditation process as part of its continuous quality improvement program, which requires the submission of a strategic roadmap, a multi-year master plan developed through a facilitated multi-stakeholder based collaborative process would satisfy that requirement.

Additional system-wide themes that emerged include the following:

Partnerships and Accountability

- Woodingford does not have a formal agreement with the two hospitals (Ingersoll and Tillsonburg) regarding providing nutritional services for the satellite sites. It is paramount that Woodingford leadership puts in place a formal agreement that is reviewed by key stakeholders annually.

Cost Efficiency

- The current bed count at the two satellite sites (34 at each site), in combination with elements of the provincial funding policy, presents a challenge to process and cost efficiencies as they relate to nutritional services. An example is the Ministry's requirement for registered staff levels, which results in additional 'per bed' cost but no additional 'per bed' funding. Further research and analysis are required to determine solutions that are more sustainable than status quo.

Summary of Recommendations from D&A Consulting and Associates

The recommendations provided by D&A are grouped into two categories: (1) operational recommendations, and (2) system recommendations.

Moving Forward in a Constantly Changing Landscape

The long-term care industry is one of the most highly regulated industries in Ontario. In the past few years it has experienced unprecedented examination and change stemming from the [Public Inquiry into the Safety and Security of Residents in the Long-Term Care Homes System](#) (Gillesse Report, 2019), the [COVID-19 Commission](#) (Report, 2021), the release of the [Fixing Long-Term Care Act 2021](#) and associated [Ontario Regulation 246/22](#) (2022), and, of course, three-years-and-counting of dealing with a global pandemic.

While the intended purpose of the Nutritional Service Delivery review was limited in scope, it was clearly identified in the process that it would be far more prudent to consider a holistic review of the services offered at Woodingford Lodge, to ensure that any financial investments and procedural changes considered in the short-term remain viable in the long-term.

D&A Consulting and Associates concludes that in order to address the many steps and process changes needed, Oxford County (Woodingford Lodge) should invest in developing a multi-year master plan which provides direction for County Council, and staff to develop quantifiable, measurable actions to strategically lead us into the future.

Beyond these, the Province of Ontario set a goal of investing in 30,000 new beds by 2028. This goal alone suggests that we have to consider the most sustainable way forward for Woodingford with emphasis on balancing community wellbeing, economic vitality, and environmental leadership.

Conclusions

In conclusion, to address and / or implement the various individual "moving parts" efficiently and effectively while ensuring long-term investments are sustainable, a long term strategy is required.

We have valuable insight regarding how we could potentially improve the delivery of nutritional services as well as other system-wide challenges. Most importantly, during the review, and in consideration of investments that would need to be made to make (potential) changes to the current model of Nutritional Services service delivery, it became clear that the rapidly changing landscape of long-term care in Ontario necessitates a step back to look at our overall operational model prior to any investments in a single aspect of our core service (such as nutritional services.)

The development of a master plan, in collaboration with stakeholders / partners will set out a strong foundation for the future of long-term care in Oxford County.

SIGNATURES

Report Author:

Original signed by

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Departmental Approval:

Original signed by

Mark Dager
Director of Woodingford Lodge

Approved for submission:

Original signed by

Benjamin R. Addley
Interim Chief Administrative Officer

ATTACHMENTS

Attachment 1: Oxford County Long-Term Care Nutritional Services Review 2023 Woodingford Lodge, January 2023

Attachment 2: Woodingford Lodge Nutritional Services Review D&A Presentation, January 2023

Attachment 3: Woodingford Lodge Nutritional Services Review infographic, January 2023