



## HEALTH COMMITTEE

Wednesday, January 12, 2022 – 9:30 a.m.

### AGENDA

1. Call to order.
2. Land Acknowledgement.
3. Roll call.
4. Disclosure of pecuniary interest and general nature thereof.
5. Adoption of minutes of previous meeting held on November 9, 2021.

	<u>Page</u>
6. Emergency Services Department Report	3
7. Long-Term Care Report	16
8. Administration Department Report – None at the time of mailing	
9. Board of Health Minutes – November 30, 2021.	54
10. New Business.	
11. Closed Meeting – None at time of mailing.	
12. Date of next meeting (Wednesday, February 9, 2022) and adjournment.	

**NOTE: (a) Budget Workshop: Monday, January 17 and Tuesday, January 18, 2022 (if required) and County Council: Wednesday, January 26, 2022.**

(a) Submissions received from the public, either orally or in writing may become part of the public record.

## **Strategic Plan**

**Strategic Plan Goal # 1: To inform the Federal and Provincial government on our unique needs so that Renfrew County residents get their “fair share”.**

**Initiatives:**

- (a) Create s strategic communications plan**
- (b) Identify and advocate for issues important to the County of Renfrew.**

**Strategic Plan Goal # 2: Fiscal sustainability for the Corporation of the County of Renfrew and its ratepayers.**

**Initiatives:**

- (a) Commitment from Council supporting principles within the Long-Term Financial Plan**
- (b) Establish Contingency Plan to respond to provincial and federal financial pressures and opportunities beyond the Long-Term Financial Plan.**

**Strategic Plan Goal # 3: Find cost savings that demonstrate our leadership while still meeting community needs.**

**Initiatives:**

- (a) Complete community needs assessment**
- (b) With identified partners implement plan to optimize service delivery to the benefit of our residents.**

**Strategic Plan Goal # 4: Position the County of Renfrew so that residents benefit from advances in technology, to ensure that residents and staff have fair, affordable and reasonable access to technology.**

**Initiatives**

- (a) Ensure that the County of Renfrew is top of the list for Eastern Ontario Regional Network funding for mobile broadband**
- (b) Lobby for secure and consistent radio systems for first responders and government**
- (c) Put a County of Renfrew technology strategy in place.**

**COUNTY OF RENFREW**  
**EMERGENCY SERVICES REPORT**

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**TO:** Health Committee

**FROM:** Michael Nolan, Director of Emergency Services/Chief, Paramedic Service

**DATE:** January 12, 2022

**SUBJECT:** Department Report

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**INFORMATION**

**1. Deployment Strategy – Diversion of Non-Acute Patients- [Strategic Plan Goal #3]**

The Paramedic Service is facing staffing challenges at a time when our Service is most urgently needed. We have developed an alternative care path for the diversion of non-acute patients from emergency rooms to be cared for in their own homes. The patient would be cared for by Community Paramedics whenever possible, acting as an extension to primary care. Paramedics can identify and bridge gaps in the healthcare system to be accessible, proactive, and responsive to community needs.

For paramedics in Eastern Ontario, the Regional Paramedic Program of Eastern Ontario (RPPEO)'s Medical Director, associate medical directors and base hospital physicians provide medical oversight. Working with the RPPEO and Paramedic partners, we will develop a plan to develop safe, alternative pathways to care, including in person or virtual wellness checks and the RCVTAC with primary care physicians able to advise Paramedics.

Attached as Appendix ES-I, is a letter of support to the RPPEO for consideration of this alternative pathway to care for our community.

## **2. COVID-19 Testing Update [Strategic Plan Goal # 3]**

The Service saw unprecedented demand for Covid-19 testing throughout the month of December. In response to community demand the schedule was amended to create more capacity for testing. The provincial revisions to testing eligibility in late December has subsequently decreased demand. Resources will be realigned to provide the optimal level of service where and when it is required.

## **3. Vaccine Update [Strategic Plan Goal # 3]**

Midway through December with Omicron cases climbing, age eligibility was increased and waiting period between doses was decreased. All partners collaborated to increase capacity for delivery of vaccine. In December, Paramedics assisted 6,929 eligible adults and 1,381 children to receive first, second and third doses.

Vaccines are currently being delivered to the in-home vulnerable population. The Vaccine Team will continue to assist with pediatric and adult mass clinics and are preparing for fourth doses for long-term care.

## **4. Hospital/Paramedic Service Partnership**

Omicron has further weakened an already fragile health care system. Several pressure points including staffing shortages, particularly in hospital ERs have affected the Service with off-load delays which has in turn effected coverage to the community. RCVTAC has been a welcome addition to serve our rural communities, but Paramedics have more to offer. Community Hospitals are now turning to Paramedics, with their increased knowledge and scope of practice to assist with overburdened emergency departments, recognizing the unique perspective that can be added to patient care. Paramedics can assist to alleviate off-load delays, ensure continuity of care, and keep patients from falling into the cracks of an over-taxed system.

A rotating roster of Paramedics have been working in the Arnprior Regional Health Emergency Department since late December. The program has been well received by both Paramedics who are happy to provide support to a partner agency and emergency staff, for assistance to relieve emergency department pressures during surge periods.

A Service Agreement between Arnprior Regional Health and the County of Renfrew Paramedic Service is attached as Appendix ES-II.

**5. College Ontario Premier's Award for Health Sciences– Chief Michael Nolan**

We are pleased to report that Chief Michael Nolan has been awarded the Colleges Ontario Premier's Award on behalf of Algonquin College.

The Premier's Award was presented to Chief Nolan on November 18th during a virtual ceremony to recognize the outstanding contributions made by Ontario college graduates who are working to make important social and economic contributions to Ontario and abroad. Attached as Appendix ES-III is a press release providing details, as well as a letter of congratulations from Dr. Vera Etches, Medical Officer of Health, Ottawa Public Health.

**RECOMMENDATION**

**6. Draft 2022 Emergency Services Budget**

**Recommendation:** THAT Health Committee recommends that the Draft 2022 Emergency Services Budget be approved by this Committee and forwarded to the January 17, 2022 County Council Budget Workshop for approval.

**Background**

The 2022 Draft Health Committee Budget is attached as Appendix LTC-II in the Long Term Care report.

Attached as Appendix ES-IV is the Paramedic Service Business Case.

PARAMEDIC SERVICE  
EMERGENCY SERVICES  
DEPARTMENT



9 INTERNATIONAL DRIVE  
PEMBROKE, ON, CANADA  
K8A 6W5  
(613) 735-7288  
Toll Free: 1-800-273-0183

December 23, 2021

Appendix ES-I

Dear Ms. Price,

**Re: the need for the safe disposition of non-acute patients, so they do not require transportation to hospital**

The current health care system is very fragile and to the point of failure. Every day, non-acute patients are regularly transported to the hospital, which is not in the best interest of the patient, the hospital, nor the paramedic service. We are collectively failing our patients. This alternative care plan would be in the best interest of non-acute patients so they would not continue to be experiencing long wait periods in hospital emergency departments, tying up Paramedic crews on an offload delay, or contributing to the overcrowding of the hospital emergency department.

The County of Renfrew Paramedic Service supports diverting appropriate non-acute patients to alternative pathways rather than taking every patient to the hospital. The County of Renfrew Paramedic Service has a reputable Community Paramedicine Program that is designed to serve the needs of its community while reducing 911 calls and Emergency Department visits. In collaboration with existing health and social services, Community Paramedicine acts as an extension of primary care. Paramedics are well positioned to identify and bridge gaps in the health care system to provide client-centred care. The basis of the program is to be accessible, proactive, responsive, and safe. Services offered depend on the community needs. Further, we support the referral of appropriate non-acute patients to Community Paramedics to provide an in-person or virtual wellness check after they have been left at their home or residence. We also have a well-established virtual assessment centre with a primary care physician who is available to advise Paramedics.

I believe that the RPPEO, in collaboration with the County of Renfrew Paramedic Service, can develop and implement safe pathways to better serve the above-noted patient population. The pathways and relationships with the communities' services are already established with our Community Paramedic Program. We fully support working with the RPPEO and our Paramedic partners to develop and implement a care plan that is in the best interest of the communities we serve, as well as being ethically and fiscally responsible.

Sincerely,

Chief Michael Nolan  
Director & Chief Emergency Services  
County of Renfrew Paramedic Service

**HOSPITAL/PARAMEDIC SERVICE PARTNERSHIP AGREEMENT****THIS AGREEMENT BETWEEN:**

**THE COUNTY OF RENFREW PARAMEDIC SERVICES**, a public agency incorporated under the laws of the province of Ontario,

(hereinafter referred to as the "Service Provider") OF THE FIRST PART

**-and-**

**ARNPRIOR REGIONAL HEALTH**, a public Hospital incorporated under the Canada Not-for-Profit Corporations Act,

(hereinafter referred to as the "ARH") OF THE SECOND PART

**WHEREAS** the Service Provider operates in the County of Renfrew in the Province of Ontario,

**AND WHEREAS** the ARH operates a public Hospital in the City of Arnprior in the Province of Ontario,

**AND WHEREAS** the ARH wishes to retain the Service Provider to provide contracted Primary Care Paramedic Services in accordance with the terms and conditions set forth in this agreement,

**NOW THEREFORE THIS AGREEMENT WITNESSES** that in consideration of the mutual covenants herein contained and other good and valuable consideration, the parties hereto covenant and agree as follows:

**ARTICLE 1 – TERMS OF APPOINTMENT AND DUTIES**

- 1.1 The Service Provider hereby covenants to provide the services of Primary or Advanced Care Paramedics (PCP/ACP) to deliver triage services in the Emergency Department of the ARH, in accordance with the terms and conditions contained in this agreement.
- 1.2 Under this service delivery model, the PCP/ACP shall not be considered an employee of ARH for any purpose. The PCP/ACP shall remain an employee of the Service Provider and shall retain all rights and privileges of the CUPE 4698 Collective Agreement for the duration of this agreement.
- 1.3 The Service Provider will provide Primary or Advanced Care Paramedics based on a schedule, in accordance with CUPE Local 4698 Collective Agreement, which has been agreed upon by both the Service Provider and the ARH. Hours and services are subject to modification upon mutual written consent by the ARH and the Service Provider.

- 1.4 All Paramedic hours are to be provided on-site at the ARH (Emergency Department), on an established schedule as coordinated with the Paramedic's Deputy Chief of Clinical Services and ARH Management. Deviations from the established schedule, based on the operational or patient/resident care needs of the Service Provider or ARH, are to be granted upon mutual written consent.
- 1.5 The Paramedic will be selected in accordance with the CUPE 4698 Collective Agreement, where appointment shall be made of the senior applicant able to meet the normal requirements of the position. For the purposes of this agreement, the successful applicant must successfully complete the Internal Orientation Training expectations of the Arnprior Regional Health.
- 1.6 The Paramedic shall maintain strict confidentiality regarding the individual care of patients and residents, abiding by ARH confidentiality policies. The ARH shall provide a copy of their confidentiality policy and agreement to the Paramedic at the commencement of the contract. The Paramedic will also adhere to the County of Renfrew's Confidentiality Agreement.

## **ARTICLE 2 – REMUNERATION AND BILLING**

- 2.1 In consideration for providing PCP/ACP services on an on-going basis in accordance with the terms of this agreement, the ARH hereby agrees to pay to the Service Provider a fee equal to the hourly wage, as established by the CUPE 4698 Collective Agreement, plus appropriate percentage benefit, PT vacation pay, and any applicable shift premium the Paramedic is entitled to under said Collective Agreement.
- 2.2 The Service Provider reserves the right to change the price at which it is prepared to provide Paramedic services at the conclusion of the Contract.
- 2.3 The Service Provider shall bill the ARH monthly and shall enclose copies of the workload tracking of all Paramedic hours provided to the ARH during the month. Payment shall be made to the County of Renfrew by the ARH within thirty (30) days of receiving such bill and statement.



**ARTICLE 3-TERM AND TERMINATION**

- 3.1 The term of this agreement shall be for ~~six (6)~~ <sup>twelve (12)</sup> months commencing on December 22, 2021 and ending on December 31, 2022..
- 3.2 Notwithstanding Section 3.1 above and subject to Section 3.3 below, either party may terminate this agreement at any time upon ten (10) days prior written notice to the other party (the "Termination Notice").
- 3.3 The Service Provider may terminate the participation of any particular employee, at any time for any reason upon twenty-four (24) hours prior written notice to ARH.
- 3.4 If either party terminates this agreement prior to the expiry of its term, any operational or personal information related to the ARH's patients or residents in possession of the Paramedic it shall be returned to the ARH.

**ARTICLE 4 – INSURANCE**

- 4.1 The Service Provider and ARH shall each arrange for and maintain in force and effect at its own cost all such insurance as would be maintained by a prudent operator of a similar organization, including but not limited to:
- a) comprehensive commercial general liability insurance (including products and completed operations, personal injury, cross liability, and contractual liability) for a limit of not less than 5 million dollars per occurrence with no applicable annual aggregate,
  - b) professional liability/medical malpractice insurance for a limit of not less than 5 million dollars per any one occurrence with no applicable annual aggregate,
  - c) directors' and officers' coverage, cyber insurance coverage, environmental impairment-liability coverage in an amount appropriate for a prudent person in the position of the organization; and
  - d) WSIB insurance applicable to all employees performing services for the organization.
  - e) Real property and business interruption coverage in an amount appropriate for a prudent operator of a similar organization; and Cross-liability provisions.
- 4.2 Proof of liability insurance shall be provided at the beginning of the contract and annually thereafter.
- 4.3 The ARH shall ensure that the Service Provider and its directors, officers, employees and agents are named as additional insureds under its insurance policies but only with respect to this agreement. Such insurance shall include thirty (30) days' prior written notice to additional insureds of material change to, cancellation of, or non-renewal of such policy. A certificate of insurance shall be provided by the ARH to the Service Provider upon request.

**ARTICLE 5 - INDEMNITY**

- 5.1 The ARH covenants and agrees to indemnify and forever save the Service Provider and each of its directors, officers and employees harmless from and against any and all liabilities, costs, damages and expenses (including legal fees on a solicitor and its own client basis and court costs) which the Service Provider and/or any one or more of its directors, officers and employees may suffer or incur resulting from any omission, negligent act or deliberate act on the part of ARH or any of its representatives, agents, employees or independent contractors, in connection with the execution of the terms of this agreement, or as a result of a breach of or the untruth of any of the covenants, representations or warranties of the ARH set forth in this agreement, including, but not limited to any damages of resulting from Paramedic Services provided to the ARH in accordance with the terms of this agreement.

**ARTICLE 6 - GENERAL CONTRACT PROVISIONS**

- 6.1 Nothing in this agreement shall constitute or be construed to create a partnership, joint venture, or employment relationship as between the ARH and the Service Provider.
- 6.2 All notices, requests, demands or other communications by the terms hereof required or permitted to be given by one party to the other shall be given in writing by personal delivery or by registered mail, postage pre-paid, addressed to the other party or delivered to the other party as follows:

- a) to the ARH at:

Arnprior Regional Health  
350 John St N,  
Arnprior, ON K7S 2P6

- b) to the Service Provider at:

Department of Emergency Services  
9 International Drive  
Pembroke ON, K8A 6W5

or at such other addresses as may be given by either of them to the other in writing from time to time, and such notices, requests, demands, or other communications shall be deemed to have been received when delivered, or if mailed, on the second business day after the mailing thereof; provided that if any such notice, request, demand, or other communication shall have been mailed and if regular mail service shall be interrupted by strikes or other irregularities before the second business day after the mailing thereof, such notice, request, demand, or other communication shall be deemed not to have been received unless the same has been personally delivered and served on the party to whom the same is addressed.

- 6.3 This agreement constitutes the entire agreement between the parties with respect to all matters herein and shall not be amended, altered, or qualified except by a memorandum in writing signed by both the parties hereto.
- 6.4 This agreement shall be construed in accordance with the laws of the Province of Ontario.
- 6.5 This agreement shall ensure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.

**IN WITNESS WHEREOF** the parties hereto have executed this agreement this **22 day of December 2021**.

**SIGNED, SEALED AND DELIVERED**

In the presence of:

ARNPRIOR REGIONAL HEALTH

Per: \_\_\_\_\_

Per: \_\_\_\_\_

*Susan Leach* VP Patient Care  
CNE

COUNTY OF RENFREW PARAMEDIC SERVICE

Per: \_\_\_\_\_

Chief Michael Nolan

Per: \_\_\_\_\_

**WE** have Authority to bind the Corporation



ARN Prior Regional Health  
 1000 Highway 100  
 Arn Prior, ON M2B 1A5  
 Tel: 416.733.2777  
 800.663.7337  
 Fax: 416.733.7337  
 800.663.2277

ARN Regional Health  
 1000 Highway 100  
 Arn Prior, ON M2B 1A5  
 Tel: 416.733.2777  
 800.663.7337  
 Fax: 416.733.7337  
 800.663.2277

## Healthcare Insurance Reciprocal of Canada

### Memorandum of Insurance

To: The County of Renfrew Paramedic Services  
 Department of Emergency Services  
 9 International Drive, Pembroke, Ontario K8A 6W5

Re: Hospital/Paramedic Service Partnership Agreement

INSURANCE AS DESCRIBED HEREIN HAS BEEN ARRANGED ON BEHALF OF THE INSURED NAMED HEREIN UNDER MASTER POLICY NO. 2021/1, AND AS MORE FULLY DESCRIBED IN SAID POLICY AND CERTIFICATES ISSUED THEREUNDER AND ANY ENDORSEMENTS ATTACHED THERETO.

INSURED: Arnprior Regional Health

	Certificate Number	Date		Limit of Liability
		Effective	Expiration	
Composite Healthcare Insurance Policy, including:	107000579	Jan. 1/21	Until cancelled	\$5,000,000 Any one occurrence
Bodily Injury Personal Injury Third Party Property Damage Cross-Liability Tenant's Legal Liability Non-Owned Automobile Products and Completed Operations Liability Contractual Liability Healthcare Professional Liability Errors & Omissions/Directors & Officers Liability Cyber Liability Environmental Impairment Liability	The Additional Insured shown hereon is added to this policy but only with respect to liability arising out of the actions of Arnprior Regional Health in connection with the Hospital/Paramedic Service Partnership Agreement for the provision of Primary Care Paramedic Services, effective during the period of December 22, 2021 to December 31, 2022, and only to the extent of the insurance provided under coverage Section A - Bodily Injury and Section B - Third Party Property Damage inclusive of this policy. Thirty (30) days' written notice of material change to, cancellation or termination of this policy shall be provided to the Additional Insured.			

Additional Insured: Only with respect to the above and arising out of the Named Insured's operations is the following name added to the policy as an Additional Insured. The policy limits are not increased by the addition of such Insured beyond those stated in this Memorandum.

Additional Insured: The County of Renfrew Paramedics Services and its directors, officers, employees and agents

THIS MEMORANDUM CONSTITUTES A STATEMENT OF THE FACTS AS OF THE DATE OF ISSUANCE AND ARE SO REPRESENTED ONLY TO THE ADDRESSEE.

December 23, 2021  
 Date

Attorney

dept/50/arnprior/107000579-43

**MEDIA RELEASE**

**FOR IMMEDIATE RELEASE**

**November 19, 2021**

Appendix ES-III

**Michael Nolan, Chief of Emergency Services, Wins Prestigious Premier's Award**

The County of Renfrew is pleased to announce that Michael Nolan, Director of Emergency Services and Chief of the County of Renfrew Paramedic Service, has been recognized nationally for his outstanding contributions to the health sciences field.

The Premier's Award was presented to Chief Nolan on November 18<sup>th</sup> during a virtual ceremony to recognize the outstanding contributions made by Ontario college graduates who are working to make important social and economic contributions to Ontario and abroad.

"Since Chief Nolan first stepped into his role as Director of Emergency Services in 2004, he has continually advocated for the importance of advancing paramedicine in an effort to better serve our rural communities," says Warden Debbie Robinson, "whether it's through virtual consultations with a physician at RC VTAC or through home visits by community paramedics, Chief Nolan's dedication to innovation in the paramedicine field is a huge contributor to establishing programs that enable our residents and our most vulnerable populations access to health care in Renfrew County."

Chief Nolan, who first studied Ambulance and Emergency Care Paramedic at Algonquin College in 1991, has had an impactful and storied career in paramedicine and has been recognized nationally and internationally for his contributions to the field. He has been instrumental in developing and implementing a number of programs in Renfrew County such as RC VTAC, the Community Paramedic home visit program and has been key to the County's success at navigating and managing the COVID-19 pandemic.

"I'm honoured to be selected as this year's recipient for the Premier's Award in Health Sciences," says Nolan, "I'm pleased that the efforts of not only myself, but those of our collective agencies and stakeholders have been recognized through this award, as I wouldn't be able to be in a position to continue to advance our role as Paramedics without the support of the County and our local health care teams."

Algonquin College's Vice President, Advancement, Mark Savenkoff, offered his congratulatory remarks to Chief Nolan as well. "This well-deserved award is further recognition of the contribution of Michael, who was the Algonquin College 2020 Alumni of Distinction Winner," said Savenkoff. "Michael exemplifies what it means to transform hopes and dreams into lifelong success."

**For more information call:**

Paul Moreau Chief Administrative Officer/Clerk, County of Renfrew

613-735-7288

Sierra Stinson Media Relations, County of Renfrew

613-281-5108

December 7, 2021

Chief Michael Nolan  
Chief and Director, Renfrew County Paramedic Service  
C/O Emergency Services Department  
9 International Drive  
Pembroke, ON K8A 6W5

Dear Chief Nolan,

On behalf of Ottawa Public Health (OPH), I would like to offer our congratulations on receiving the Premier's Award for College Graduates.

OPH has been very thankful for your dedication to your community and your role throughout the pandemic response and this award is a wonderful recognition of your outstanding service and dedication.

While this award recognizes your contributions to your community, it also serves as inspiration to our youth as they consider their post-secondary options. Youth today have so many career and education paths to choose from and this award exemplifies the numerous and exciting educational possibilities offered at their local colleges.


Thank you for continuing to be passionate for paramedicine and sharing that with us.

Best wishes for continued successes.

Sincerely,



**Vera Etches** MD, MHSc, CCFP, FRCPC  
Medical Officer of Health  
Ottawa Public Health

	<b>BUSINESS CASE - STAFFING REPORT</b>		<b>NEW 2022-EMS-01</b>								
	<b>Date:</b> <u>January 12, 2022</u>										
	<b>Department:</b> <u>Emergency Services</u>										
	<b>Report Prepared by:</b>										
<b>PROPOSAL</b>	Creation of a new Admin Commander position, Group 10, an increase of 1,820 hours.										
<b>POSITION(S)</b> <b>Union or Non-Union X</b>	Increase an Admin Commander position, Group 10, + 1,820 hours.										
<b>SUMMARY</b> <ul style="list-style-type: none"> <li>• Background</li> <li>• Discussion</li> </ul>											
<b>RECOMMENDATION</b>	THAT the Health Committee recommend to County Council the approval of an increase of 1,820 hours for the creation of a new Admin Commander position, Group 10, within the Paramedic Services Department.										
<b>FINANCIAL CONSIDERATIONS</b>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 40%;"></th> <th style="width: 20%; text-align: center;"><u>HRS</u></th> <th style="width: 20%; text-align: center;"><u>Salary</u></th> <th style="width: 20%;"></th> </tr> </thead> <tbody> <tr> <td>Admin Commander</td> <td style="text-align: center;">+1,820</td> <td style="text-align: center;">+\$100,000</td> <td></td> </tr> </tbody> </table>				<u>HRS</u>	<u>Salary</u>		Admin Commander	+1,820	+\$100,000	
	<u>HRS</u>	<u>Salary</u>									
Admin Commander	+1,820	+\$100,000									

**COUNTY OF RENFREW  
LONG-TERM CARE REPORT**

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**TO:** Health Committee

**FROM:** Mike Blackmore, Director of Long-Term Care

**DATE:** January 12, 2022

**SUBJECT:** Department Report

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**INFORMATION**

**1. COVID-19 Pandemic Update – Long-Term Care (Strategic Plan Goal #3)**

- Effective January 28, 2022, third dose boosters will be mandatory for all staff, volunteers, students and essential caregivers (ECGs). Both Homes are making good progress having held vaccine clinics for staff and ECGs prior to Christmas continuing into January.
- Residents will be offered a fourth dose booster of vaccine in the upcoming weeks upon reaching three months post third dose date. Consent collections are well underway.
- Testing and Staff Isolation Requirements: As per Ministry of Long Term Care directive all staff, students, volunteers and caregivers who are COVID positive or a high-risk close contact with someone who is COVID positive or have symptoms of COVID-19 are required to:
  - Be PCR tested and where delays in PCR testing also be rapid antigen tested (RAT).
  - Isolate and do not return to the home for 10 days from time of symptom onset or last high risk contact.
  - Where a negative PCR result is obtained, staff may return to work if asymptomatic. If symptomatic may returns 24 hours after symptom improvement (48 hours if gastrointestinal).

In circumstances of critical staffing shortages homes may recall fully vaccinated staff early under the following circumstances:



### Positive Cases

- may be cleared to return on day 7 if negative PCR test on day 6 or negative RAT day 6 and 7 (both negative to attend work on day 7).

### Close Contacts: Test to Work

- PCR test as soon as possible and if negative can return to work.
- Daily RAT and can continue working if negative.
- Negative PCR on day 6 or negative RAT day 6 & 7 allows for conclusion of testing.

In order to implement Test-to-Work protocol, additional work place isolation and enhanced personal protective equipment for worker and co-workers must be adhered to. Neither Home is implementing Test-to-Work at this time

- Testing in Suspect or Confirmed Outbreaks:

The new testing guidance prioritizing groups including long-term care, retirement housing and seniors' congregate care settings, it is anticipated that we will have easier access to rapid tests, and expedited turn around times on PCR testing – which have been unacceptably long to date. Due to the long PCR testing result times, the Chief Medical Officer of Health has put in place measures to assist with identifying outbreaks more quickly. Where there is a high-risk of exposure, homes are called upon to PCR test and rapid antigen test (RAT) concurrently.

While waiting for the PCR results, a PHU may use its existing authority to declare an outbreak when the following occurs:

- One (1) positive RAT in a resident may be classified as a suspect outbreak.
  - Two (2) positive RATs in staff or residents may be classified as a confirmed outbreak.
- Chief Medical Officer of Health (CMOH) Directives were revised with interim recommendations for additional requirements regarding personal protective equipment in particular regarding required use of fit tested N95 masks, eye protection, gown and gloves for contact with suspect or confirmed COVID cases. As fit testing and procurement of certain limited types /sizes of masks continues, the majority of staff at both Homes are fitted to N95 masks currently in stock.
    - [Directive #1](#) for Health Care Providers and Health Care Entities
    - [Directive #5](#) for Hospitals and Long-Term Care Homes

- Dr. Cushman, Acting Medical Officer of Health, Renfrew County & District Health Unit issued a Class Order effective December 22, 2021, which was followed by an announcement by Minister Phillips effective December 30, 2021 that included the following measures:
  - Social absences and overnight stays are prohibited.
  - General visitation is prohibited, however the Homes are accommodating these visits virtually and as well via window visits.
  - Visitors are restricted to essential caregivers and where possible to one person at a time and will be required to complete rapid antigen tests 2 times per week. As supply permits, both County Homes continue to rapid test all persons permitted to enter the Home on a daily basis.
  - Homes must conduct Infection prevention and control (IPAC) audits every two weeks at minimum when the home is not in an outbreak, and once weekly at minimum during an outbreak.

## **RESOLUTIONS**

### **2. Community Accountability Planning Submission (CAPS) Managed Funding (Strategic Plan Goal #2)**

**Recommendation:** THAT the Health Committee approves the submission of the Community Accountability Planning Submission (CAPS) for 2022-23 to Ontario Health for the continuation of 100% funding from the Ministry of Long-Term Care for the Senior/Adult Day Program Services; AND FURTHER THAT County Council be advised.

#### **Background**

To facilitate negotiation of the next Multi-Sector Accountability Agreement (M-SAA) between Ontario Health and the County of Renfrew, Bonnechere Manor Senior/Adult Day Program, Bonnechere Manor is required to submit a planning document known as the Community Accountability Planning Submission (CAPS) for 2022-23. The submission due date is January 31, 2022. Committee is reminded that this program is 100% funded by Ontario Health. The CAPS document encompasses the service planning, measurement and evaluation of health services as well as the organizational performance and is attached as Appendix LTC-I.

### 3. **Draft 2022 Budget for Long-Term Care (Strategic Plan Goal #2)**

**Recommendation:** THAT the Health Committee recommends that the Draft 2022 Bonnechere Manor and Miramichi Lodge Budgets be approved by this Committee and forwarded to the January 17, 2022 County Council Budget Workshop for approval.

#### **Background**

Appendix LTC-II includes the 2022 budget guidelines and draft budgets for Bonnechere Manor and Miramichi Lodge. The Director of Long-Term Care will overview the budgets.

### **BY-LAWS**

### 4. **Pharmacy Services Provider Request for Proposal (Strategic Plan Goal #3)**

**Recommendation:** THAT the Health Committee recommend that County Council adopt a By-law to enter into an agreement with MediSystem Pharmacy for the provision of Pharmacy Services to Bonnechere Manor and Miramichi Lodge for the period of April 1, 2022 to March 31, 2027.

#### **Background**

The County of Renfrew Long-Term Care Homes, Bonnechere Manor and Miramichi Lodge recently advertised for Pharmacy Services through a Request for Proposal (RFP) process. The RFP submission deadline was November 30, 2021 with four applications received. The results of the proposals submitted are as follows:

<b>Bidder</b>	<b>Evaluation Points out of 100</b>
MediSystem Pharmacy	95
CareRx	91
Hogan Pharmacy Partners Ltd.	88
National Pharmacy	53

Based on the evaluation process staff is recommending that the RFP be awarded to MediSystem Pharmacy. We would like to thank Aikenhead's PharmaChoice Pharmacy for their service to Bonnechere Manor, which is scheduled to end March 31, 2022. MediSystem Pharmacy is the current pharmacy provider to Miramichi Lodge.

The new Pharmacy Services Agreement between the County of Renfrew Long-Term Care Homes and MediSystem Pharmacy, would be for the term commencing April 1, 2022 to March 31, 2027.

The termination clause within the agreement states that either party may terminate the agreement upon either sixty (60) days written notice to the other or without notice in the event of breach of the terms of this Agreement.

**COUNTY OF RENFREW**  
**Senior/Adult Day Program**

**2022/2023**

	<u>Hrs</u>	<u>FTE's worked</u>	<u>Budget</u>
<b>SALARIES</b>			
Administrative Worked	2,345	1.20	96,348
Direct Care Worked	5,200	2.67	143,814
Direct Care Benefit Vac/Stats/Sick	432	0.22	12,890
Total Direct Care	5,632	2.89	156,704
Administrative Worked Hours	2,345	1.20	96,348
Direct Care Total Hours	5,632	2.89	156,704
Salaries & Wages Total Hours	7,977	4.09	253,052
Administrative Benefits			27,884
Direct Care Benefits			28,520
Benefits			56,404
<b>Total Salaries and Benefits</b>			<b>309,456</b>
Office Supplies /Telephone/Internet			820
IT Services			2,000
Meals			35,000
Other Operating			3,173
Purchased Services			9,288
Service Supplies			15,871
Travel			766
Staff Training			500
Board/Volunteer Training			250
Transportation			96,000
<b>Supplies &amp; Sundry Expenses</b>			<b>163,668</b>
<b>Central Admin Charges</b>			<b>13,728</b>
Administrative Bldg & Grounds Expense			6,577
Direct Bldg & Grounds Expense			37,266
<b>Buildings and Grounds Expenses</b>			<b>43,843</b>
<b>Total Expenditures</b>			<b>530,695</b>
Client Revenue			60,000
Provincial Subsidy			470,695
<b>Total Revenues</b>			<b>530,695</b>
<b>Surplus / (Deficit)</b>			<b>0</b>
No of Units (Days face to face)			3000
Individuals Served			150
<b>Administrative Cost</b>			
Plant Operations			6,577
Volunteer Services			250
IT System Support			2,000
General Administration			143,219
			152,046
<b>Total Cost for Functional Centre</b>			<b>378,649</b>

Note: The funding for the ADP Coordinator is from existing funds

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>										
	<u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
BONNECHERE MANOR	0	1,475,296	1,490,227	(14,931)	-1.0%	1,453,880	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
MIRAMICHI LODGE	0	1,234,953	1,247,451	(12,498)	-1.0%	1,217,026	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
OTHER LONG TERM CARE	0	94,443	100,228	(5,785)	-5.8%	98,052	97,783	86,718	90,439	89,981	91,412
HEALTH UNIT	0	1,733,289	1,733,289	0	0.0%	1,598,003	1,452,730	1,421,259	1,421,259	1,143,995	1,171,594
PARAMEDIC SERVICE	0	8,663,138	8,308,907	354,231	4.3%	7,998,059	8,038,322	9,580,317	7,244,161	6,843,623	6,629,969
Paramedic - Other	0	0	0	0		0	0	0	0	0	0
EMERGENCY MANAGEMENT	0	175,153	175,153	0	0.0%	93,997	99,869	119,751	113,515	101,444	94,592
Health Committee	0	13,376,272	13,055,255	321,017	2.5%	12,459,017	12,260,625	13,616,520	11,320,440	10,575,093	10,437,284

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>										
	<u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>BONNECHERE MANOR</u></b>	<b><u>0</u></b>	<b><u>1,475,296</u></b>	<b><u>1,490,227</u></b>	<b><u>(14,931)</u></b>	<b><u>-1.0%</u></b>	<b><u>1,453,880</u></b>	<b><u>1,418,419</u></b>	<b><u>1,291,870</u></b>	<b><u>1,320,890</u></b>	<b><u>1,284,899</u></b>	<b><u>1,198,427</u></b>
Total Municipal Cost		2,201,935	2,148,229	53,706	2.5%	2,095,833	2,044,715	2,099,919	2,058,744	2,018,377	1,850,999
Recoveries - City of Pembroke		(726,639)	(658,002)	(68,637)	10.4%	(641,953)	(626,296)	(808,049)	(737,854)	(733,478)	(652,572)
<b><u>MIRAMICHI LODGE</u></b>	<b><u>0</u></b>	<b><u>1,234,953</u></b>	<b><u>1,247,451</u></b>	<b><u>(12,498)</u></b>	<b><u>-1.0%</u></b>	<b><u>1,217,026</u></b>	<b><u>1,153,502</u></b>	<b><u>1,116,605</u></b>	<b><u>1,130,176</u></b>	<b><u>1,111,151</u></b>	<b><u>1,251,290</u></b>
Total Municipal Cost		1,843,213	1,798,257	44,956	2.5%	1,754,398	1,662,826	1,815,027	1,761,548	1,745,446	1,932,515
Recoveries - City of Pembroke		(608,260)	(550,806)	(57,454)	10.4%	(537,372)	(509,324)	(698,422)	(631,372)	(634,295)	(681,225)
<b><u>OTHER LONG TERM CARE</u></b>	<b><u>0</u></b>	<b><u>94,443</u></b>	<b><u>100,228</u></b>	<b><u>(5,785)</u></b>	<b><u>-5.8%</u></b>	<b><u>98,052</u></b>	<b><u>97,783</u></b>	<b><u>86,718</u></b>	<b><u>90,439</u></b>	<b><u>89,981</u></b>	<b><u>91,412</u></b>
North Renfrew Long Term Care		140,959	144,483	(3,524)	-2.4%	141,346	140,959	140,959	140,959	141,346	140,959
Recoveries - City of Pembroke		(46,516)	(44,255)	(2,261)	5.1%	(43,294)	(43,176)	(54,241)	(50,520)	(51,365)	(49,547)
<b><u>HEALTH SERVICES</u></b>	<b><u>0</u></b>	<b><u>1,733,289</u></b>	<b><u>1,733,289</u></b>	<b><u>0</u></b>	<b><u>0.0%</u></b>	<b><u>1,598,003</u></b>	<b><u>1,452,730</u></b>	<b><u>1,421,259</u></b>	<b><u>1,421,259</u></b>	<b><u>1,143,995</u></b>	<b><u>1,171,594</u></b>
Renfrew County & District Health Unit		1,733,289	1,733,289	0	0.0%	1,598,003	1,452,730	1,421,259	1,421,259	1,421,259	1,459,535
Renfrew County & District Health Unit - Rebate				0			0	0	0	(277,264)	(287,941)

**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<u>Pressure</u>											
PARAMEDIC SERVICE	0	8,663,138	8,308,907	354,231	4.3%	7,998,059	8,038,322	9,580,317	7,244,161	6,843,623	6,629,969
Admin - Admin Charge		196,650	198,403	(1,753)	-0.9%	117,260	105,720	85,257	92,841	100,589	98,137
Admin - Medications/Base Hosp		67,958	66,625	1,333	2.0%	147,723	76,533	58,807	56,525	41,153	33,001
Admin - Communication & Computing		250,606	245,692	4,914	2.0%	252,629	199,492	231,016	191,315	197,044	189,465
Admin - Conferences & Conventions		4,500	4,500	0	0.0%	227	1,472	594	1,724	4,112	3,399
Admin - Employee Benefits		514,523	463,413	51,110	11.0%	312,658	218,427	361,314	365,531	305,225	274,732
Admin - HR Charge		243,664	158,303	85,361	53.9%	157,501	153,785	170,230	167,464	164,394	160,769
Admin - IT Charge		48,686	49,299	(613)	-1.2%	48,360	47,435	46,649	45,835	44,702	43,926
Admin - Internal Lease		110,000	55,000	55,000	100.0%	21,000	0	0			
Admin - Legal		40,000	25,000	15,000	60.0%	13,227	26,032	10,535	44,919	22,370	26,040
Admin - Office Expenses		40,775	39,975	800	2.0%	62,335	44,316	39,626	46,837	48,101	52,457
Admin - Professional Development		45,000	40,000	5,000	12.5%	31,553	41,862	56,932	41,386	39,870	32,955
Admin - Purchased Service		137,190	134,500	2,690	2.0%	110,004	34,094	0	14,246		
Admin - Salaries		1,844,746	1,777,762	66,984	3.8%	1,435,611	940,999	1,500,645	1,459,669	1,275,462	1,147,500
Admin - Special Projects		0	65,000	(65,000)	-100.0%	31,093	30,200	18,816	38,274	34,038	6,836
Admin - Travel		40,000	40,000	0	0.0%	26,982	44,535	46,037	41,807	33,233	45,880
Admin - Spec Proj - PTSD Prevention & Fatigue Risk		0	455,000	(455,000)	-100.0%	463,580	870	0			
Capital - Under Threshold		0	0	0		0	0	0	9,206	0	23,372
Depreciation		1,121,000	1,121,000	0	0.0%	1,142,669	972,482	794,126	706,219	755,463	780,939
Paramedic - Base Station Costs-Internal		416,450	415,286	1,164	0.3%	397,671	390,494	383,526	376,761	370,193	374,482
Paramedic - Base Station Costs-External		78,471	76,932	1,539	2.0%	50,421	41,907	40,914	48,290	41,557	40,121
Paramedic - Base Station Costs - Expenses		74,000	86,000	(12,000)	-14.0%	51,229	65,114	32,729	45,376	38,286	54,015
Paramedic - Benefits		2,923,117	2,876,312	46,805	1.6%	3,672,452	3,258,808	5,771,915	2,156,238	1,967,353	1,847,449
Paramedic - Insurance		170,529	139,421	31,108	22.3%	135,360	121,985	119,534	121,103	138,529	135,022
Paramedic - Insurance Claims Costs		10,000	10,000	0	0.0%	4,514	24,217	0	1,519	6,359	641
Paramedic - Leased Equipment		11,869	0	11,869		11,869	126,858	127,787	127,787	127,787	127,787
Paramedic - Uniform/Laundry		145,000	127,000	18,000	14.2%	163,999	136,540	137,399	125,527	155,793	103,487
Paramedic - Salaries		9,858,725	9,702,707	156,018	1.6%	12,078,878	10,285,073	9,738,584	9,512,103	9,181,088	9,212,692
Paramedic - LHIN		0	0	0		0	0	0	8,848	28,083	39,380
Paramedic - CSS		0	0	0		0	0	0	0	14,529	107,874
Paramedic - COVID		0	0	0		911,050					
Paramedic - Small Equipment & Supplies		386,540	386,540	0	0.0%	347,339	327,635	282,402	316,254	323,428	310,083
Paramedic - Vehicle Operation & Maintenance		504,186	494,300	9,886	2.0%	557,129	493,238	609,932	486,532	462,811	413,429
Paramedic - PW Salary Allocations		92,876	90,019	2,857	3.2%	88,689	86,985	86,300	84,212	82,037	80,361
Federal Rev - Can. Safety and Security Program		0	0	0		0	0	0	0	(14,529)	(107,874)
Federal Revenue - DND / Indigenous		0	0	0		(203,905)	(247,997)	(191,647)	(148,046)	(93,626)	
Federal Revenue - PTSI Prevention & Fatigue		0	(455,000)	455,000	-100.0%	(474,080)	(1,570)	0			
Provincial Revenue - LHIN		0	0	0		0	0	0	(8,848)	(28,083)	(39,380)
Provincial Subsidy - Operating		(9,312,565)	(9,047,427)	(265,138)	2.9%	(8,636,818)	(8,531,221)	(8,129,819)	(7,940,026)	(7,738,198)	(7,682,063)
Provincial Subsidy - One Time		0	0	0		(3,340,347)	0	(58,381)		(10,103)	
Recovery - County		(28,646)	(28,153)	(493)	1.8%	(27,738)	(27,193)	(26,530)	(26,010)	(25,500)	(25,000)
Recovery - Cross Border		20,000	0	20,000		0	0	0	0	(651)	(50,832)
Recovery - Donations		(2,000)	0	(2,000)		(18,700)	(7,453)	(8,566)	(4,100)	(15,000)	
Recovery - Interest		(40,000)	(70,000)	30,000	-42.9%	(39,317)	(73,480)	(92,636)	(65,670)	(56,362)	(63,032)
Recovery - Other Agency		0	0	0		(1,564,922)	(45,619)	(101,213)	(50,200)	(30,641)	(34,025)
Recovery - Insurance Proceeds		0	0	0		(7,750)	0	(192,578)			
Revenue - Other		(125,000)	(241,000)	116,000	-48.1%	(123,408)	(217,773)	(203,435)	(177,250)	(136,399)	(154,741)
Surplus Adjustment - Trf To Reserves		1,121,000	1,121,000	0	0.0%	1,881,553	972,482	794,126	706,219	755,463	780,939
Surplus Adjustment - Capital		1,915,000	1,490,000	425,000	28.5%	570,383	1,013,155	1,637,748	1,121,669	653,106	890,019
Surplus Adjustment - Depreciation		(1,121,000)	(1,121,000)	0	0.0%	(1,142,669)	(972,482)	(794,126)	(706,219)	(755,463)	(780,939)
Surplus Adjustment - Trf From Reserves		(1,915,000)	(1,490,000)	(425,000)	28.5%	(570,383)	(965,000)	(2,428,102)	(1,121,669)	(653,106)	(890,019)
Municipal Contribution - City of Pembroke		(1,225,711)	(1,193,502)	(32,209)	2.7%	(1,148,852)	(1,154,635)	(1,376,130)	(1,070,037)	(1,010,874)	(979,315)



**COUNTY OF RENFREW  
2022 BUDGET  
GENERAL REVENUE FUND**

	<u>2022 Budget</u> <u>Pressure</u>	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b>Paramedic - Other</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	-	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Paramedic - Comm Paramed LTC - Sal/Ben		1,600,000	1,687,500	(87,500)	-5.2%						
Paramedic - Comm Paramed LTC - Expenses		400,000	562,500	(162,500)	-28.9%						
Provincial Revenue - Comm Paramed - LTC		(2,000,000)	(2,250,000)	250,000	-11.1%						
Paramedic - Vaccine Sal/Ben		370,000		370,000							
Paramedic - Vaccine Expenses		20,000		20,000							
Paramedic - Vaccine Prov Revenue		(390,000)		(390,000)							
Paramedic - VTAC - Sal/Ben		621,552	969,600	(348,048)	-35.9%						
Paramedic - VTAC - Expenses		578,448	242,400	336,048	138.6%						
Provincial Revenue - VTAC		(1,200,000)	(1,212,000)	12,000	-1.0%						
Paramedic - VTAC Admin - Sal/Ben		745,000		745,000							
Provincial Revenue - VTAC Admin		(745,000)		(745,000)							
Paramedic - Community Paramed-Sal/Ben		365,000	331,000	34,000	10.3%	285,178	300,222	317,788	275,610	259,664	247,914
Provincial Revenue - Comm Paramed		(365,000)	(331,000)	(34,000)	10.3%	(285,178)	(300,222)	(317,788)	(275,610)	(259,664)	(247,914)
 <b>EMERGENCY MANAGEMENT</b>	 <u>0</u>	 <u>175,153</u>	 <u>175,153</u>	 <u>0</u>	 <u>0.0%</u>	 <u>93,997</u>	 <u>99,869</u>	 <u>119,751</u>	 <u>113,515</u>	 <u>101,444</u>	 <u>94,592</u>
911		60,000	60,000	0	0.0%	49,654	51,725	51,933	51,919	51,919	51,919
Admin Charge (Paramedic Service)		28,646	28,153	493	1.8%	27,739	27,193	26,530	26,010	25,500	25,000
Emergency Management		33,000	51,000	(18,000)	-35.3%	21,857	73,604	31,835	16,758	4,398	4,783
Fire Services Charges		100,000	110,000	(10,000)	-9.1%	100,332	107,611	110,128	107,679	104,961	104,629
Purchased Service		58,507	41,000	17,507	42.7%	0	0	16,903	26,278	27,078	20,340
Recoveries - Other		(105,000)	(115,000)	10,000	-8.7%	(105,585)	(160,264)	(117,578)	(115,129)	(112,412)	(112,079)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Bonnechere Manor**

	<b>2022</b>	<b>2021</b>			<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Variance \$</u></b>	<b><u>Variance %</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>1,121,944</u></b>	<b><u>812,388</u></b>	<b><u>309,556</u></b>	<b><u>38.1%</u></b>	<b><u>895,447</u></b>	<b><u>804,183</u></b>	<b><u>799,983</u></b>	<b><u>789,444</u></b>	<b><u>772,051</u></b>	<b><u>754,438</u></b>
Salaries	865,872	645,862	220,010	34.1%	711,227	623,412	616,352	640,402	581,712	571,698
Employee Benefits	166,638	124,223	42,415	34.1%	139,528	121,514	75,874	124,718	111,958	92,656
Salary Allocations	63,520	29,889	33,631	112.5%	34,447	38,190	33,464	0	0	
Computers - Operation/Maint	5,302	2,002	3,300	164.8%	883	4,518	5,535	2,453	5,135	7,841
Depreciation	1,623	1,000	623	62.3%	776	774	774	774	776	774
Equipment - Replacements	4,000	1,000	(1,000)	-100.0%	703	1,073	1,123	1,252	1,695	5,206
Equipment Operation/Maint.	670	670	0	0.0%	390	137	110	152	487	495
Hobby Crafts	500	500	0	0.0%	355	613	459	714	503	528
New Horizons		0	0			0	0	3,280	0	0
New Horizons - Federal Subsidy		0	0			0	0	(3,642)	0	0
Office Supplies		0	0		(355)	0	66	141	1,603	322
Other - Cable TV		0	0			2,358	2,198	2,198	3,135	3,930
Physio		0	0			0	0	0	0	0
Purchased Services	5,400	0	5,400		4,685	5,006	58,237	4,407	46,333	45,918
Recoveries - Other	(9,950)	(9,950)	0	0.0%	(4,790)	(9,187)	(16,184)	(11,411)	(15,179)	(19,191)
Recreation & Entertainment	8,912	8,912	0	0.0%	6,841	7,542	9,534	11,578	14,608	18,911
Special Events	11,080	9,280	1,800	19.4%	1,533	9,007	13,215	13,202	19,537	25,949
Staff Education	0		0		0	0	0	0	524	175
Surplus Adjustment - Depreciation	(1,623)	(1,000)	(623)	62.3%	(776)	(774)	(774)	(774)	(776)	(774)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Bonnechere Manor**

	<b>2022</b>	<b>2021</b>			<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Variance \$</u></b>	<b><u>Variance %</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b><u>NURSING SERVICES</u></b>	<b><u>10,123,703</u></b>	<b><u>8,668,653</u></b>	<b><u>1,455,050</u></b>	<b><u>16.8%</u></b>	<b><u>8,992,391</u></b>	<b><u>8,096,407</u></b>	<b><u>7,481,890</u></b>	<b><u>7,715,369</u></b>	<b><u>7,576,818</u></b>	<b><u>7,344,954</u></b>
Salaries - Direct Care	7,700,279	6,504,340	1,195,939	18.4%	6,781,917	6,154,828	6,080,766	5,853,680	5,733,338	5,670,640
Employee Benefits - Direct Care	1,361,793	1,153,825	207,968	18.0%	1,278,880	1,143,895	701,460	1,093,559	1,126,731	964,134
Salaries - Nursing Administration	511,021	474,929	36,092	7.6%	468,834	436,292	438,920	434,382	433,897	380,655
Employee Benefits - Nursing Administration	133,779	121,003	12,776	10.6%	117,852	111,162	86,107	110,595	115,057	95,078
Salary Allocation	0	0	0		0	0	(2,890)	0	0	
Computers - Operation/Maint	29,295	26,664	2,631	9.9%	22,159	26,636	18,057	14,548	12,669	45,532
COVID	0	0	0		146,581					
Depreciation	39,500	46,000	(6,500)	-14.1%	44,763	41,931	56,870	57,989	56,172	53,656
Equipment Operation/Maint.	4,388	3,097	1,291	41.7%	1,091	1,611	550	0	61	332
Equipment Replacement	11,600	11,600	0	0.0%	2,220	13,240	3,000	17,963	2,018	4,104
Furniture Replacements	0	0	0		0	0	0	0	1,476	0
High Intensity Needs - Claims Based	40,000	40,000	0	0.0%	54,327	38,803	24,269	24,473	5,418	3,047
High Intensity Needs - Non Claims Based	42,822	42,822	0	0.0%	39,491	29,650	24,050	14,922	11,766	13,910
High Intensity Needs - Prov Subsidy 95%	(38,000)	(38,000)	0	0.0%	(51,611)	(36,863)	(23,056)	(23,249)	(5,148)	(2,895)
Incontinent Products (@\$1.20)	90,000	76,980	13,020	16.9%	100,151	100,569	81,496	79,973	83,388	97,422
Fall Prevention	18,000	18,000	0	0.0%	8,823	10,137	13,579			
Fall Prevention - Subsidy	(18,000)	(18,000)	0	0.0%	(8,823)	(10,137)	(13,500)			
Lab Fees	8,000	8,000	0	0.0%	6,825	7,445	7,045	7,180	7,240	8,255
Lab Fees - Prov Subsidy	(8,000)	(8,000)	0	0.0%	(6,825)	(7,445)	(7,045)	(7,180)	(7,240)	(8,255)
Medical Director (@\$0.30)	19,710	19,710	0	0.0%	19,764	19,710	19,710	19,710	19,764	19,710
Medical Nursing Supplies	96,493	116,089	(19,596)	-16.9%	80,909	85,470	81,710	72,806	74,423	85,417
Memberships	0	0	0		0	0	1,445	806	396	679
Misc	1,600	1,600	0	0.0%	1,339	2,947	917	1,181	1,241	1,801
Phys On Call - Expenses (@\$100/bed)	17,100	17,100	0	0.0%	18,000	18,000	18,000	18,000	18,000	18,000
Phys On Call - Prov Subsidy	(17,100)	(17,100)	0	0.0%	(18,000)	(17,859)	(17,433)	(17,433)	(17,432)	(17,633)
Professional Development	0	0	0		0	0	0	0	2,554	6,650
Purchased Services	4,000	4,000	0	0.0%	0	0	0	2,071	362	1,110
Purchased Services - Nurse Practitioner	24,494	21,989	2,505	11.4%	0	15,526	12,294	18,415	18,391	10,236
RAI / MDS Expenses	90,429	88,005	2,424	2.8%	95,280	92,549	85,346	94,851	84,018	82,316
RAI/MDS - Prov Subsidy	0	0	0		(94,205)	(86,864)	(81,804)	(81,804)	(81,804)	(81,804)
Recoveries	0	0	0		(72,588)	(52,895)	(71,103)	(34,080)	(63,766)	(53,487)
Surplus Adjustment - Depreciation	(39,500)	(46,000)	6,500	-14.1%	(44,763)	(41,931)	(56,870)	(57,989)	(56,172)	(53,656)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Bonnechere Manor**

	<b>2022</b>	<b>2021</b>			<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Variance \$</u></b>	<b><u>Variance %</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b>FOOD SERVICES</b>	<b><u>2,141,458</u></b>	<b><u>2,110,818</u></b>	<b><u>30,640</u></b>	<b><u>1.5%</u></b>	<b><u>2,186,103</u></b>	<b><u>1,997,258</u></b>	<b><u>1,899,074</u></b>	<b><u>1,915,385</u></b>	<b><u>1,968,860</u></b>	<b><u>1,877,548</u></b>
Salaries	1,255,742	1,225,538	30,204	2.5%	1,291,225	1,167,289	1,177,558	1,094,463	1,093,563	1,065,915
Employee Benefits	274,862	265,968	8,894	3.3%	265,578	238,685	163,853	214,865	240,167	197,218
Salary Allocations	(63,520)	(61,776)	(1,744)	2.8%	(65,963)	(68,107)	(60,929)	0	0	
Depreciation	14,000	12,000	2,000	16.7%	12,889	12,210	11,373	11,038	10,704	10,287
COVID	0	0	0		15,546					
Dietary Supplies	66,250	62,985	3,265	5.2%	59,720	55,725	77,469	80,430	74,485	66,527
Equipment - Operation/Maint.	6,880	6,800	80	1.2%	6,500	4,895	7,799	4,048	3,916	4,001
Computers - Operation/Maint	2,160	1,980	180	9.1%	1,954	1,954	1,954	1,725	1,649	4,577
Equipment - Replacements	4,500	4,500	0	0.0%	0	1,463	9,592	12,761	2,253	13,758
Other Expenses	1,750	1,750	0	0.0%	2,255	1,188	1,906	2,064	915	1,807
Professional Development	0	0	0		809	0	0	0	172	
Purchased Services	600	600	0	0.0%	453	778	397	366	336	425
Surplus Adjustment - Depreciation	(14,000)	(12,000)	(2,000)	16.7%	(12,889)	(12,210)	(11,373)	(11,038)	(10,704)	(10,287)
Raw Food Costs	648,703	639,088	9,615	1.5%	634,849	641,938	575,481	574,366	623,559	585,233
Raw Food Recoveries	(21,925)	(12,310)	(9,615)	78.1%	(5,752)	(21,071)	(25,943)	(27,614)	(39,768)	(34,397)
Recoveries - Charge to ML - Supervisor	(20,174)	(19,677)	(497)	2.5%	(21,444)	(13,028)	(15,000)	(14,720)	(14,700)	
Recoveries	(21,503)	(11,761)	(9,742)	82.8%	(10,061)	(18,631)	(21,788)	(26,732)	(18,653)	(30,168)
Replacement - Dishes / Cutlery	9,633	9,633	0	0.0%	4,654	4,756	6,806	3,791	6,192	7,859
Vending - Net	(2,500)	(2,500)	0	0.0%	5,780	(576)	(81)	(4,428)	(5,226)	(5,207)
<b>HOUSEKEEPING SERVICES</b>	<b><u>955,771</u></b>	<b><u>918,814</u></b>	<b><u>36,957</u></b>	<b><u>4.0%</u></b>	<b><u>1,021,685</u></b>	<b><u>879,574</u></b>	<b><u>833,804</u></b>	<b><u>880,949</u></b>	<b><u>922,068</u></b>	<b><u>838,155</u></b>
Salaries	730,944	713,219	17,725	2.5%	798,120	669,120	665,748	666,148	662,750	643,095
Employee Benefits	147,379	138,181	9,198	6.7%	157,039	144,350	102,448	151,714	159,872	131,678
Salary Allocations	(9,012)	(8,859)	(153)	1.7%	0	0	0	0	0	
Depreciation	2,223	2,223	0	0.0%	2,223	2,217	2,217	2,217	2,223	2,217
COVID	0	0	0		4,216					
Equipment - Operation/Maint.	2,500	2,500	0	0.0%	4,851	2,056	1,384	0	0	235
Equipment - Replacements	2,100	2,100	0	0.0%	470	2,171	519	1,965	35,946	1,650
Housekeeping Supplies	81,860	71,673	10,187	14.2%	66,585	72,734	72,620	70,387	73,313	69,655
Purchased Services	0	0	0		0	0	0	0	0	0
Surplus Adjustment - Depreciation	(2,223)	(2,223)	0	0.0%	(2,223)	(2,217)	(2,217)	(2,217)	(2,223)	(2,217)
Recoveries	0	0	0		(9,596)	(10,857)	(8,915)	(9,265)	(9,813)	(8,158)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Bonnechere Manor**

	<b><u>2022</u></b> <b><u>Budget</u></b>	<b><u>2021</u></b> <b><u>Budget</u></b>	<b><u>Variance \$</u></b>	<b><u>Variance %</u></b>	<b><u>2020</u></b> <b><u>Actual</u></b>	<b><u>2019</u></b> <b><u>Actual</u></b>	<b><u>2018</u></b> <b><u>Actual</u></b>	<b><u>2017</u></b> <b><u>Actual</u></b>	<b><u>2016</u></b> <b><u>Actual</u></b>	<b><u>2015</u></b> <b><u>Actual</u></b>
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>428,314</u></b>	<b><u>469,723</u></b>	<b><u>(41,409)</u></b>	<b><u>-8.8%</u></b>	<b><u>435,148</u></b>	<b><u>447,681</u></b>	<b><u>471,603</u></b>	<b><u>499,166</u></b>	<b><u>453,950</u></b>	<b><u>408,083</u></b>
Salaries	303,235	339,546	(36,311)	-10.7%	319,557	331,453	356,463	331,309	334,121	313,467
Employee Benefits	73,712	79,729	(6,017)	-7.5%	73,059	76,244	58,072	76,701	82,593	66,323
Salary Allocations	(3,486)	(3,427)	(59)	1.7%	0	0	0	0	0	
Bedding Etc Replacements	19,114	18,760	354	1.9%	15,257	18,745	30,565	60,965	23,841	14,201
Depreciation	7,300	7,200	100	1.4%	7,450	7,429	7,429	6,281	5,885	5,287
COVID	0	0	0		1,734					
Equipment Operation/Maint.	13,800	13,800	0	0.0%	5,465	7,893	8,083	11,500	4,769	1,675
Equipment Replacements	0	0	0		65	0	679	1,200	2,616	935
Laundry Supplies	21,939	21,315	624	2.9%	23,585	23,373	28,441	25,930	22,166	21,052
Recoveries	0	0	0		(3,574)	(10,027)	(10,700)	(8,439)	(16,156)	(9,570)
Surplus Adjustment - Depreciation	(7,300)	(7,200)	(100)	1.4%	(7,450)	(7,429)	(7,429)	(6,281)	(5,885)	(5,287)
<b><u>BUILDINGS AND PROPERTY MAINTENANCE</u></b>	<b><u>1,179,139</u></b>	<b><u>1,164,888</u></b>	<b><u>14,251</u></b>	<b><u>1.2%</u></b>	<b><u>1,217,526</u></b>	<b><u>1,069,728</u></b>	<b><u>1,037,342</u></b>	<b><u>1,135,737</u></b>	<b><u>1,140,189</u></b>	<b><u>1,169,899</u></b>
Salaries	338,021	326,856	11,165	3.4%	327,820	295,481	296,452	300,535	297,325	298,842
Employee Benefits	87,892	86,334	1,558	1.8%	82,538	73,579	58,235	75,554	78,579	68,037
Salary Allocations	(3,745)	(3,681)			0	0	0	0	0	
Depreciation	550,000	550,000	0	0.0%	512,764	530,384	524,121	508,361	498,491	470,065
COVID	0	0	0		46,950					
Equipment - Operation/Maint.	0	0	0		(500)	600	1,200	55,202	63,316	90,595
Computers - Operation/Maint	2,900	2,900	0	0.0%	0	1,629	2,852	0	0	
Equipment - Replacements	37,600	54,500	(16,900)	-31.0%	63,122	32,329	17,775	5,241	3,489	5,157
Furniture - Replacements	40,064	40,064	0	0.0%	3,575	53,359	44,548	41,308	0	27,764
Hydro	185,000	185,000	0	0.0%	209,076	184,355	200,176	235,237	281,330	229,984
Natural Gas	105,000	105,000	0	0.0%	93,755	90,132	103,844	92,572	93,090	97,955
Insurance	62,652	56,417	6,235	11.1%	54,774	54,278	53,347	54,510	58,414	56,313
Office Expenses	0	0	0		0	0	0	1,052		
Purchased Services	191,933	171,433	20,500	12.0%	215,435	172,241	157,619	137,995	139,201	135,668
Special Project - Phone / Cable System	32,000	32,000	0	0.0%	27,269	31,838	31,442	31,384	31,442	30,796
Recoveries - Residents (cable/phone)	(64,710)	(64,710)	0	0.0%	(63,066)	(62,903)	(63,544)	(60,218)	(61,803)	(61,188)
Recoveries	(27,600)	(19,485)	(8,115)	41.6%	(27,544)	(42,812)	(34,485)	(32,333)	(29,397)	(40,749)
Repairs & Maint -Bldgs & Grounds	65,460	70,460	(5,000)	-7.1%	56,367	65,255	48,854	83,076	64,003	127,935
Surplus Adjustment - Depreciation	(550,000)	(550,000)	0	0.0%	(512,764)	(530,384)	(524,121)	(508,361)	(498,491)	(470,065)
Water / Wastewater	126,672	121,800	4,872	4.0%	127,955	120,367	119,027	114,622	121,200	102,790
								0		

**COUNTY OF RENFREW**  
**2022 Budget**  
**Bonnechere Manor**

	<b>2022</b>	<b>2021</b>			<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Variance \$</u></b>	<b><u>Variance %</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b><u>GENERAL AND ADMINISTRATIVE</u></b>	<b><u>1,319,642</u></b>	<b><u>1,230,811</u></b>	<b><u>88,831</u></b>	<b><u>7.2%</u></b>	<b><u>1,118,252</u></b>	<b><u>1,087,142</u></b>	<b><u>1,004,266</u></b>	<b><u>1,045,418</u></b>	<b><u>1,237,767</u></b>	<b><u>1,158,804</u></b>
Salaries	502,077	539,830	(37,753)	-7.0%	566,548	499,266	458,433	438,081	597,931	468,561
Employee Benefits	147,625	149,167	(1,542)	-1.0%	152,147	135,533	100,350	119,062	142,013	107,790
Salary Allocation	(27,912)	(27,544)	(368)	1.3%	(26,067)	(25,154)	(31,119)	0	0	
Accreditation Fees	5,971	5,971	0	0.0%	5,537	5,804	5,333	5,156	5,127	7,646
Admin Charges	128,528	123,300	5,228	4.2%	117,969	110,148	94,872	96,005	96,745	94,515
Advertising/Awards Dinner	30,000	23,000	7,000	30.4%	18,852	20,512	21,444	22,658	19,656	26,211
Audit	9,346	9,073	273	3.0%	9,595	8,637	8,385	8,141	7,996	7,903
Computer / Internet	68,005	65,048	2,957	4.5%	56,275	85,268	62,197	54,375	35,495	47,292
Conventions	3,000	3,000	0	0.0%	1,867	2,463	2,348	2,679	0	0
COVID	0	0	0		15,447					
Depreciation	14,000	18,000	(4,000)	-22.2%	16,353	17,672	18,941	21,142	20,554	21,286
Equipment - Operation/Maint.	8,549	8,340	209	2.5%	13,765	10,102	8,387	9,019	7,545	7,400
Equipment - Replacements	400	400	0	0.0%	0	0	0	0	553	4,672
Gain / Loss from Disposal of Assets	0	0	0		0	13,360	2,706	3,965	0	87,217
Health & Safety Program	1,100	1,100	0	0.0%	717	1,312	1,005	1,155	763	302
HR Charges	101,767	110,503	(8,736)	-7.9%	109,942	107,349	118,827	116,896	114,572	112,557
Insurance	62,000	51,975	10,026	19.3%	50,461	47,846	41,386	41,386	42,910	42,425
IT Charges	68,440	68,845	(405)	-0.6%	67,550	66,257	65,114	64,018	62,422	60,450
Legal & Labour Contract Costs	46,496	50,000	(3,504)	-7.0%	7,364	17,811	13,336	28,204	28,782	33,192
Memberships	17,885	17,485	400	2.3%	14,256	13,368	12,937	12,847	12,567	13,629
Postage / Courier	5,374	5,374	0	0.0%	4,734	4,574	4,076	4,719	6,271	5,516
Office Supplies	18,800	18,800	0	0.0%	17,930	18,562	17,938	15,715	17,272	15,048
Purchased Services	40,857	1,720	39,137	2275.4%	1,823	1,208	1,781	928	1,832	1,551
Recoveries - Other	(31,898)	(73,876)	41,978	-56.8%	(137,037)	(115,209)	(75,607)	(57,541)	(23,549)	(49,155)
Resident Transportation	0	0	0		0	0	0	0	4,986	8,531
Staff Training	67,931	27,000	40,931	151.6%	3,889	7,750	17,556	10,345	5,813	7,173
Surplus Adjustment - Depreciation	(14,000)	(18,000)	4,000	-22.2%	(16,353)	(17,672)	(18,941)	(21,142)	(20,554)	(21,286)
Telephone	15,300	15,300	0	0.0%	14,414	13,990	15,788	14,680	13,229	13,786
Travel	10,000	17,000	(7,000)	-41.2%	13,766	18,642	18,018	15,956	18,145	14,053
Uniform Allowance	20,000	20,000	0	0.0%	16,508	17,743	18,775	16,969	18,691	20,539
<b>BONNECHERE MANOR TOTALS</b>	<b>17,269,971</b>	<b>15,376,095</b>	<b>1,893,876</b>	<b>12.3%</b>	<b>15,866,552</b>	<b>14,381,973</b>	<b>13,527,962</b>	<b>13,981,468</b>	<b>14,071,703</b>	<b>13,551,881</b>

**COUNTY OF RENFREW**  
**2022 Budget**  
**Bonnechere Manor**

	<b>2022</b>	<b>2021</b>			<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Variance \$</u></b>	<b><u>Variance %</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>	<b><u>Actual</u></b>
<b><u>NON-SUBSIDIZABLE EXPENSE</u></b>	<b><u>49,024</u></b>	<b><u>49,024</u></b>	<b><u>0</u></b>	<b><u>0.0%</u></b>	<b><u>169,062</u></b>	<b><u>172,791</u></b>	<b><u>379,689</u></b>	<b><u>339,135</u></b>	<b><u>172,791</u></b>	<b><u>193,453</u></b>
Loan Repayment - to General Fund		0			0	123,767	123,767	123,767	123,767	123,767
Surplus Adjustment - To Reserves	49,024	49,024	0	0.0%	169,062	49,024	255,922	215,368	49,024	69,686
<b><u>CAPITAL</u></b>	<b><u>386,800</u></b>	<b><u>1,151,000</u></b>	<b><u>(764,200)</u></b>	<b><u>-66.4%</u></b>	<b><u>454,357</u></b>	<b><u>446,278</u></b>	<b><u>329,785</u></b>	<b><u>569,650</u></b>	<b><u>351,384</u></b>	<b><u>352,659</u></b>
Surplus Adjustment - Capital	386,800	1,151,000	(764,200)	-66.4%	454,357	446,278	329,785	569,650	351,384	352,659
<b>TOTAL EXPENDITURE</b>	<b>17,705,795</b>	<b>16,576,119</b>	<b>1,129,676</b>	<b>6.8%</b>	<b>16,489,971</b>	<b>15,001,042</b>	<b>14,237,436</b>	<b>14,890,253</b>	<b>14,595,878</b>	<b>14,097,993</b>

**COUNTY OF RENFREW**  
**2022 Budget**  
**Bonnechere Manor**

	<b><u>2022</u></b> <b><u>Budget</u></b>	<b><u>2021</u></b> <b><u>Budget</u></b>	<b><u>Variance \$</u></b>	<b><u>Variance %</u></b>	<b><u>2020</u></b> <b><u>Actual</u></b>	<b><u>2019</u></b> <b><u>Actual</u></b>	<b><u>2018</u></b> <b><u>Actual</u></b>	<b><u>2017</u></b> <b><u>Actual</u></b>	<b><u>2016</u></b> <b><u>Actual</u></b>	<b><u>2015</u></b> <b><u>Actual</u></b>
<b><u>MUNICIPAL SUBSIDY</u></b>	<b><u>2,201,935</u></b>	<b><u>2,148,229</u></b>	<b><u>53,706</u></b>	<b><u>2.5%</u></b>	<b><u>2,095,833</u></b>	<b><u>2,044,715</u></b>	<b><u>2,099,919</u></b>	<b><u>2,058,744</u></b>	<b><u>2,018,377</u></b>	<b><u>1,847,999</u></b>
City of Pembroke - 33%	726,639	658,002	68,637	10.4%	641,953	626,296	808,049	737,854	733,478	649,572
County of Renfrew - 67%	1,475,296	1,490,227	(14,931)	-1.0%	1,453,880	1,418,419	1,291,870	1,320,890	1,284,899	1,198,427
<b><u>RESIDENTS REVENUE</u></b>	<b><u>4,036,813</u></b>	<b><u>4,035,433</u></b>	<b><u>1,380</u></b>	<b><u>0.0%</u></b>	<b><u>4,058,049</u></b>	<b><u>4,072,419</u></b>	<b><u>3,995,321</u></b>	<b><u>3,922,614</u></b>	<b><u>3,821,678</u></b>	<b><u>3,636,966</u></b>
Basic Accommodation	3,550,000	3,545,133	4,867	0.1%	3,546,232	3,565,456	3,493,813	3,422,138	3,371,257	3,280,130
Bad Debts Expense	0	0	0		1	(5)	(3,758)	23,950	2,484	95
Preferred Accommodation	486,813	486,813	0	0.0%	509,200	494,243	488,885	464,537	411,486	344,304
Respite Care	0	3,487	(3,487)	-100.0%	2,616	12,725	16,381	11,989	12,434	12,437
Estate Recoveries - Provincial			0		0	0	0	0	16,813	0
Estate Recoveries - Municipal			0		0	0	0	0	7,204	0
<b><u>OTHER REVENUE</u></b>	<b><u>188,767</u></b>	<b><u>168,767</u></b>	<b><u>20,000</u></b>	<b><u>11.9%</u></b>	<b><u>152,246</u></b>	<b><u>166,838</u></b>	<b><u>282,746</u></b>	<b><u>237,436</u></b>	<b><u>149,584</u></b>	<b><u>151,646</u></b>
Donations			0		0	0	0	0		0
Donations In Kind			0		0	0	0	0		0
Interest Income	45,000	45,000	0	0.0%	38,544	61,372	40,349	22,034	19,302	22,907
Solar Panel FIT Revenue	143,767	123,767	20,000	16.2%	113,702	105,466	117,397	115,402	130,282	128,739
Transfer from Other Funds			0		0	0	0	100,000	0	0
Other			0		0	0	125,000	0		0
<b><u>PROVINCIAL SUBSIDY</u></b>	<b><u>10,891,480</u></b>	<b><u>9,072,690</u></b>	<b><u>1,818,790</u></b>	<b><u>20.0%</u></b>	<b><u>10,834,209</u></b>	<b><u>8,921,638</u></b>	<b><u>8,774,040</u></b>	<b><u>8,545,975</u></b>	<b><u>8,375,091</u></b>	<b><u>8,218,821</u></b>
Operating Subsidy	9,293,031	9,072,690	220,341	2.4%	9,101,409	8,921,638	8,740,299	8,411,728	8,242,656	8,086,551
Prov - One Time	0	0	0		1,732,800					
Recovery - RPN Funding- MOH	0	0	0		0	0	33,741	134,247	132,435	132,270
Allied Health Professional Supplement	244,226	0	244,226		0					
Professional Growth Fund	57,931	0	57,931		0					
Nursing Staff Supplement	1,296,292	0	1,296,292		0					0
<b><u>SURPLUS ADJUSTMENT</u></b>	<b><u>386,800</u></b>	<b><u>1,151,000</u></b>	<b><u>(764,200)</u></b>	<b><u>-66.4%</u></b>	<b><u>454,357</u></b>	<b><u>446,278</u></b>	<b><u>329,785</u></b>	<b><u>569,650</u></b>	<b><u>351,384</u></b>	<b><u>352,659</u></b>
Surplus Adjustment - Teml Loan			0			0				
Surplus Adjustment - From Reserves	386,800	1,151,000	(764,200)	-66.4%	454,357	446,278	329,785	569,650	351,384	352,659
<b>GRAND TOTAL REVENUES</b>	<b>17,705,795</b>	<b>16,576,119</b>	<b>1,129,676</b>	<b>6.8%</b>	<b>17,594,694</b>	<b>15,651,888</b>	<b>15,481,811</b>	<b>15,334,419</b>	<b>14,716,114</b>	<b>14,208,091</b>
<b>Municipal Surplus / (Deficit)</b>	<b>(0)</b>	<b>0</b>	<b>(0)</b>	<b>-513.3%</b>	<b>1,104,723</b>	<b>650,846</b>	<b>1,244,375</b>	<b>444,166</b>	<b>120,236</b>	<b>110,098</b>



**COUNTY OF RENFREW**  
**2022 Budget**  
**Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>CLIENT PROGRAMS &amp; SERVICES</u></b>	<b><u>981,208</u></b>	<b><u>737,937</u></b>	<b><u>243,271</u></b>	<b><u>33.0%</u></b>	<b><u>831,338</u></b>	<b><u>743,846</u></b>	<b><u>715,527</u></b>	<b><u>676,665</u></b>	<b><u>690,436</u></b>	<b><u>665,548</u></b>
Salaries	688,822	492,948	195,874	39.7%	602,109	482,552	495,206	514,554	529,564	529,428
Employee Benefits	142,380	96,756	45,624	47.2%	110,253	86,397	87,544	105,656	105,311	53,618
Salary Allocations	76,145	75,320	825	1.1%	70,764	69,892	76,471	0	0	
Computers Operation/Maint.	1,645	1,145	500	43.7%	7,212	2,591	2,530	955	381	858
COVID	0	0	0		1,271					
Depreciation	3,792	3,792	0	0.0%	3,792	2,139	1,139	1,139	1,143	1,139
Equipment - Replacements	3,075	3,075	0	0.0%	1,477	2,297	0	636	0	
Equipment Operation/Maint.	2,460	2,460	0	0.0%	324	3,236	783	1,007	1,156	2,228
Hobby Crafts	5,125	5,125	0	0.0%	3,541	3,418	4,007	2,875	2,564	4,165
Purchased Service - Physio	48,807	48,807	0	0.0%	32,103	34,275	35,860	34,700	36,504	17,535
Purchased Service	0	0	0		0	43,936	0	2,024	0	44,347
Recoveries	0	0	0		(6,065)	0	0	(405)	0	(1,003)
Recreation & Entertainment	10,507	10,507	0	0.0%	7,875	11,815	12,109	13,271	12,174	12,209
Special Events	2,242	1,794	448	25.0%	474	3,437	1,017	1,392	2,782	2,163
Surplus Adjustment - Depreciation	(3,792)	(3,792)	0	0.0%	(3,792)	(2,139)	(1,139)	(1,139)	(1,143)	(1,139)

**COUNTY OF RENFREW  
2022 Budget  
Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>NURSING SERVICES</u></b>	<b><u>9,576,853</u></b>	<b><u>8,336,524</u></b>	<b><u>1,240,329</u></b>	<b><u>14.9%</u></b>	<b><u>8,993,597</u></b>	<b><u>7,897,808</u></b>	<b><u>7,873,758</u></b>	<b><u>7,676,308</u></b>	<b><u>7,538,719</u></b>	<b><u>6,772,004</u></b>
Salaries - Direct Care	7,373,328	6,353,366	1,019,962	16.1%	6,916,904	6,219,929	6,328,384	5,891,142	5,735,860	5,629,935
Employee Benefits - Direct Care	1,210,007	1,036,676	173,331	16.7%	1,161,173	1,033,532	938,299	1,029,973	1,024,540	443,101
Salary Allocations	(17,765)	(17,765)	0	0.0%	(14,368)	(14,368)	(21,954)	0	0	
Salaries - Administration	446,627	438,945	7,682	1.8%	426,180	386,419	365,317	390,029	364,331	382,582
Employee Benefits - Administration	128,678	119,253	9,425	7.9%	114,457	104,029	94,771	105,433	108,364	68,456
Computers-Operation/Maint.	28,476	30,476	(2,000)	-6.6%	26,593	23,454	15,384	19,277	17,707	15,926
COVID	0	0	0		196,268					
Depreciation	41,000	40,000	1,000	2.5%	40,804	34,098	30,509	29,208	23,291	21,873
Equipment - Replacements		0	0		0	0	5,089	3,864	23,733	1,246
Equipment-Operation/Maint.	3,940	3,940	0	0.0%	3,076	5,116	6,174	2,802	6,847	7,359
High Intensity Needs Claims Based	30,000	30,000	0	0.0%	56,235	31,649	101,876	59,605	54,419	47,204
High Intensity Needs -Non Claims Based (0.64)	39,384	39,384	0	0.0%	22,030	16,795	21,109	36,040	41,015	43,519
High Intensity Needs - Prov Subsidy (95%)	(28,500)	(28,500)	0	0.0%	(53,423)	(30,066)	(96,782)	(56,625)	(51,698)	(44,843)
Incontinent Products (@\$.120)	100,985	72,700	28,285	38.9%	93,096	93,974	87,863	95,328	93,251	87,224
Fall Prevention Equip	16,600	16,600	0	0.0%	16,517	13,241	5,960			
Fall Prevention Prov Subsidy	(16,600)	(16,600)	0	0.0%	(16,517)	(13,241)	(5,960)			
Lab Fees	10,000	10,000	0	0.0%	5,835	6,675	7,480	7,135	7,525	8,740
Lab Fees - Prov Subsidy	(10,000)	(10,000)	0	0.0%	(5,835)	(6,675)	(7,480)	(7,135)	(7,525)	(8,740)
Medical Director (@\$.30)	18,177	18,177	0	0.0%	17,334	18,177	18,177	18,177	18,177	18,177
Medical Nursing Supplies	103,654	103,654	0	0.0%	99,341	91,860	88,605	95,126	117,562	156,268
Nurse Practitioner	171,841	166,831	5,010	3.0%	72,321	153,896	145,375	152,449	153,447	131,039
Nurse Practitioner - Prov Subsidy	(122,853)	(122,853)	0	0.0%	(72,321)	(122,844)	(120,788)	(115,618)	(116,666)	(120,803)
Recoveries - BM	(24,494)	(21,989)	(2,505)	11.4%	0	(15,526)	(12,294)	(18,415)	(18,391)	(57,399)
Phys On Call - Expense (@\$100 per bed)	16,515	16,515	0	0.0%	17,689	16,199	16,517	16,517	16,517	16,517
Phys On Call - Prov Subsidy	(16,515)	(16,515)	0	0.0%	(16,199)	(16,199)	(16,077)	(16,077)	(16,075)	(16,263)
RAI-MDS - Expenses	114,368	113,229	1,139	1.0%	87,616	83,579	88,832	95,023	82,210	79,826
RAI-MDS - Prov Subsidy	0	0	0		(86,878)	(82,594)	(79,704)	(79,704)	(79,704)	(79,704)
Recovery	0	0	0		(73,527)	(99,203)	(100,415)	(48,230)	(37,585)	(37,880)
Subscriptions and Memberships	1,000	1,000	0	0.0%	0	0	0	192	858	517
Surplus Adjustment - Depreciation	(41,000)	(40,000)	(1,000)	2.5%	(40,804)	(34,098)	(30,509)	(29,208)	(23,291)	(21,873)

**COUNTY OF RENFREW**  
**2022 Budget**  
**Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>FOOD SERVICES</u></b>	<b><u>2,048,060</u></b>	<b><u>2,043,777</u></b>	<b><u>4,283</u></b>	<b><u>0.2%</u></b>	<b><u>2,071,989</u></b>	<b><u>1,915,519</u></b>	<b><u>1,861,710</u></b>	<b><u>1,819,298</u></b>	<b><u>1,762,791</u></b>	<b><u>1,622,671</u></b>
Salaries	1,189,938	1,192,463	(2,525)	-0.2%	1,216,601	1,141,923	1,140,864	1,071,753	1,026,961	1,013,761
Employee Benefits	272,347	268,130	4,217	1.6%	231,044	223,913	207,955	216,202	214,382	103,257
Salary Allocations	(58,379)	(57,555)	(824)	1.4%	(44,895)	(44,023)	(43,297)	0	0	
Dietary Supplies	19,951	18,137	1,814	10.0%	18,101	17,658	17,939	17,571	15,350	17,577
Computer - Operation/Maintenance	500	500	0	0.0%	(145)	1,895	0	0	153	916
COVID	0	0	0		417					
Depreciation	13,000	12,000	1,000	8.3%	12,065	20,250	20,250	16,786	15,812	15,448
Equipment - Operation/Replacement	10,822	10,663	159	1.5%	9,257	6,432	6,107	5,879	10,260	3,439
Food Wrap & Disposable Items	8,794	7,995	799	10.0%	7,773	7,459	7,450	7,747	6,669	7,345
Meals on Wheels	0	0	0		2,765	3,081	3,105	2,769	1,936	2,849
Memberships & Subscriptions	0	0	0		0	0	1,388	1,379	852	1,337
Purchased Service - Supervisor from BM	20,174	19,677	497	2.5%	21,445	13,029	15,795	14,720	17,331	15,905
Raw Food Costs	583,029	583,029	0	0.0%	622,604	603,772	563,248	519,206	508,883	494,928
Raw Food Recoveries	(5,000)	(5,000)	0	0.0%	(6,360)	(22,290)	(22,918)	(29,144)	(35,187)	(34,154)
Replacement - Dishes/Cutlery	9,884	9,738	146	1.5%	9,713	11,445	8,934	8,750	8,481	9,596
Recoveries		0	0		(7,434)	(29,471)	(27,499)			
Surplus Adjustment - Depreciation	(13,000)	(12,000)	(1,000)	8.3%	(12,065)	(20,250)	(20,250)	(16,786)	(15,812)	(15,448)
Café M		0	0		(4,596)	(15,441)	(13,145)	(13,155)	(10,824)	(11,086)
Vending Machine Operation (Net)	(4,000)	(4,000)	0	0.0%	(4,301)	(3,863)	(4,216)	(4,379)	(2,456)	(2,999)
<b><u>HOUSEKEEPING SERVICES</u></b>	<b><u>901,219</u></b>	<b><u>910,181</u></b>	<b><u>(8,962)</u></b>	<b><u>-1.0%</u></b>	<b><u>988,049</u></b>	<b><u>866,040</u></b>	<b><u>868,518</u></b>	<b><u>854,622</u></b>	<b><u>837,378</u></b>	<b><u>759,828</u></b>
Salaries	695,924	702,824	(6,900)	-1.0%	787,999	674,987	692,925	669,046	663,137	646,277
Employee Benefits	147,295	149,357	(2,062)	-1.4%	149,936	134,739	127,582	135,399	134,720	58,882
Depreciation	3,000	2,000	1,000	50.0%	2,489	2,689	3,141	3,104	2,875	2,867
COVID	0	0	0		8,179					
Equipment - Operation/Maint.	1,750	1,750	0	0.0%	1,990	2,122	0	2,899	1,018	1,800
Equipment - Replacements	5,000	5,000	0	0.0%	4,792	1,553	2,038	2,809	279	
Housekeeping Supplies	50,000	50,000	0	0.0%	35,916	53,928	47,249	47,824	44,296	56,104
Other	1,250	1,250	0	0.0%	0	0	0	0		
Recoveries		0	0		(763)	(1,289)	(1,276)	(3,355)	(6,072)	(3,235)
Surplus Adjustment - Depreciation	(3,000)	(2,000)	(1,000)	50.0%	(2,489)	(2,689)	(3,141)	(3,104)	(2,875)	(2,867)

**COUNTY OF RENFREW  
2022 Budget  
Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>LAUNDRY AND LINEN SERVICES</u></b>	<b><u>299,707</u></b>	<b><u>286,190</u></b>	<b><u>13,517</u></b>	<b><u>4.7%</u></b>	<b><u>318,553</u></b>	<b><u>274,794</u></b>	<b><u>277,614</u></b>	<b><u>262,044</u></b>	<b><u>271,142</u></b>	<b><u>260,295</u></b>
Salaries	204,866	203,308	1,558	0.8%	239,170	203,125	208,575	191,019	198,020	207,129
Employee Benefits	45,071	44,727	344	0.8%	49,004	40,385	40,220	42,358	40,777	24,155
Depreciation	1,500	0	1,500		109	4,561	4,561	4,561	4,574	4,561
COVID	0	0	0		1,149					
Equipment - Operation/Maint.	2,500	2,105	395	18.8%	535	1,463	977	3,690	643	3,888
Equipment - Replacements	2,500	2,500	0	0.0%						
Laundry Supplies	23,000	18,000	5,000	27.8%	16,513	20,144	15,417	13,203	14,745	13,819
Recoveries	0	0	0		(2,225)	(1,958)	(1,649)	(1,256)	(1,010)	(1,785)
Replacement - Bedding	21,770	15,550	6,220	40.0%	14,407	11,635	14,074	13,030	17,967	13,089
Surplus Adjustment - Depreciation	(1,500)	0	(1,500)		(109)	(4,561)	(4,561)	(4,561)	(4,574)	(4,561)
<b><u>BUILDINGS AND PROPERTY</u></b>										
<b><u>OPERATION &amp; MAINTENANCE</u></b>	<b><u>1,069,330</u></b>	<b><u>1,043,659</u></b>	<b><u>25,671</u></b>	<b><u>2.5%</u></b>	<b><u>999,143</u></b>	<b><u>1,007,941</u></b>	<b><u>1,003,451</u></b>	<b><u>1,045,489</u></b>	<b><u>1,160,781</u></b>	<b><u>1,028,812</u></b>
Salaries	249,506	242,559	6,947	2.9%	258,837	241,335	241,967	245,104	236,867	234,396
Employee Benefits	72,105	65,672	6,433	9.8%	66,185	55,115	56,014	64,330	62,957	32,379
Depreciation	795,000	779,000	16,000	2.1%	729,724	713,740	703,957	695,388	666,167	661,703
COVID	0	0	0		16,517					
Computers - Operation/Maint.	900	900	0	0.0%	685	2,219	620	591	563	899
Equipment - Replacements	60,000	50,000	10,000	20.0%	46,766	70,320	71,428	62,650	91,262	113,581
Furniture - Replacements	40,380	40,380	0	0.0%	5,690	27,190	18,257	6,169	35,330	
Insurance	69,096	67,805	1,291	1.9%	65,830	65,233	64,115	66,383	71,138	68,588
Hydro	185,000	185,000	0	0.0%	193,842	189,288	184,173	238,956	288,675	231,362
Natural Gas	70,000	70,000	0	0.0%	69,984	68,298	75,404	72,595	68,287	90,761
Purchased Services	215,790	215,790	0	0.0%	216,160	195,331	212,989	195,988	206,128	223,138
Resident - Cable/Phone	20,000	20,000	0	0.0%	22,587	21,208	15,161	0	0	0
Resident - Cable/Phone Recoveries	(50,000)	(50,000)	0	0.0%	(59,522)	(56,872)	(31,640)	0	0	0
Recoveries	(3,900)	(3,900)	0	0.0%	(16,634)	(29,441)	(28,124)	(18,111)	(12,784)	(108,473)
Repairs & Maint-Bldgs & Grounds	87,953	86,953	1,000	1.2%	59,668	115,351	76,828	86,397	67,358	92,707
Surplus Adjustment - Depreciation	(795,000)	(779,000)	(16,000)	2.1%	(729,724)	(713,740)	(703,957)	(695,388)	(666,167)	(661,703)
Water / Wastewater	52,500	52,500	0	0.0%	52,548	43,366	46,259	24,437	45,000	49,474

**COUNTY OF RENFREW**  
**2022 Budget**  
**Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>GENERAL AND ADMINISTRATIVE</u></b>	<b><u>1,153,751</u></b>	<b><u>1,144,950</u></b>	<b><u>8,801</u></b>	<b><u>0.8%</u></b>	<b><u>1,110,394</u></b>	<b><u>1,090,347</u></b>	<b><u>1,130,982</u></b>	<b><u>1,174,852</u></b>	<b><u>1,089,474</u></b>	<b><u>1,062,324</u></b>
Salaries	396,214	375,652	20,562	5.5%	400,461	344,472	431,062	438,843	431,832	429,366
Employee Benefits	130,943	113,807	17,136	15.1%	109,938	99,471	110,482	124,093	120,561	78,269
Salary Allocations	0	0	0		(11,501)	(11,501)	(1,436)	0	0	
Accreditation	5,971	5,971	0	0.0%	5,463	5,443	5,823	5,207	5,030	4,863
Admin Charges	128,333	123,111	5,222	4.2%	117,791	109,974	94,872	96,005	96,745	94,515
Advertising & Awards	20,000	15,000	5,000	33.3%	16,073	15,224	15,235	12,557	16,470	16,370
Audit	9,346	8,900	446	5.0%	9,595	8,637	8,385	8,141	7,995	7,903
Computer - Internet	46,449	51,449	(5,000)	-9.7%	38,545	112,977	41,658	48,284	21,062	21,664
Conventions	3,000	3,000	0	0.0%	708	3,369	0	737	2,202	2,335
Depreciation	24,000	23,500	500	2.1%	21,597	23,810	20,102	15,118	13,623	14,103
COVID	0	0	0		9,903					
Equipment - Replacements	0	0	0		0	0	0	0	499	
Equipment-Operation/Maint.	10,392	10,392	0	0.0%	10,027	6,416	7,238	6,964	6,777	7,153
Gain / Loss from Disposal of Asset	0	0	0		0	0	0	5,643	978	
Health & Safety Program	1,000	1,000	0	0.0%	750	798	189	819	2,504	1,567
HR Charges	101,623	109,260	(7,637)	-7.0%	108,706	106,142	117,492	115,582	113,752	111,737
Insurance	62,648	48,192	14,457	30.0%	46,788	44,359	38,370	38,370	39,783	39,308
IT Charges	68,440	68,845	(405)	-0.6%	67,550	66,257	65,114	64,018	62,422	60,450
Legal & Labour Contract Costs	50,000	50,000	0	0.0%	60,048	52,580	77,572	87,239	72,200	76,716
Memberships	16,770	17,340	(570)	-3.3%	16,391	15,132	13,003	12,921	12,546	13,212
Postage	6,500	6,500	0	0.0%	7,861	6,792	6,966	6,864	5,879	6,773
Office Supplies	16,908	16,908	0	0.0%	16,114	17,532	20,326	17,883	16,496	19,358
Staff Training	63,425	20,000	43,425	217.1%	10,265	31,454	38,050	11,276	14,495	22,510
Purchased Services - from BM	31,898	73,876	(41,978)	-56.8%	76,744	74,007	42,117	41,086	1,647	1,537
Recovery - BM	(40,857)	0	(40,857)		0					
Recoveries	(5,000)	(5,000)	0	0.0%	(42,550)	(50,893)	(43,769)	(15,676)	(10,377)	(6,341)
Surplus Adjustment - Depreciation	(24,000)	(23,500)	(500)	2.1%	(21,597)	(23,810)	(20,102)	(15,118)	(13,623)	(14,103)
Telephone	12,247	12,247	0	0.0%	14,775	12,790	22,715	29,500	28,312	28,848
Travel	1,000	2,000	(1,000)	-50.0%	4,326	3,505	3,298	1,841	3,276	7,016
Uniform Allowance	16,500	16,500	0	0.0%	15,623	15,410	16,220	16,655	16,388	17,195
<b>MIRAMICHI LODGE TOTALS</b>	<b>16,030,127</b>	<b>14,503,218</b>	<b>1,526,910</b>	<b>10.5%</b>	<b>15,313,063</b>	<b>13,796,295</b>	<b>13,731,560</b>	<b>13,509,278</b>	<b>13,350,721</b>	<b>12,171,482</b>

**COUNTY OF RENFREW  
2022 Budget  
Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>NON-SUBSIDIZABLE EXPENSE</u></b>	<b><u>727,424</u></b>	<b><u>626,810</u></b>	<b><u>100,614</u></b>	<b><u>16.1%</u></b>	<b><u>772,989</u></b>	<b><u>620,590</u></b>	<b><u>620,928</u></b>	<b><u>823,615</u></b>	<b><u>701,170</u></b>	<b><u>702,407</u></b>
Seniors Housing Strategy		0	0		26,173	0	0	0	0	0
Transfer to BM		0	0			0	0	100,000		
Valley Manor Capital		0	0			0	0	12,624	30,598	30,514
Surplus Adjustment - Trf To Reserves	100,614		100,614		126,583	0	0	89,745	49,024	50,059
Surplus Adjustment - Principal	552,938	508,561	44,377	8.7%	480,972	454,880	430,204	406,866	384,794	363,920
Debenture Payment Interest Only (2024)	73,872	118,249	(44,377)	-37.5%	139,261	165,710	190,724	214,380	236,754	257,914
<b><u>EQUIPMENT ACQUISITIONS</u></b>	<b><u>585,760</u></b>	<b><u>345,000</u></b>	<b><u>240,760</u></b>	<b><u>69.8%</u></b>	<b><u>390,364</u></b>	<b><u>477,895</u></b>	<b><u>277,554</u></b>	<b><u>299,011</u></b>	<b><u>375,696</u></b>	<b><u>205,608</u></b>
Surplus Adjustment - Capital	585,760	345,000	240,760	69.8%	390,364	477,895	277,554	299,011	375,696	205,608
<b>GRAND TOTAL EXPENDITURE</b>	<b>17,343,311</b>	<b>15,475,028</b>	<b>1,868,284</b>	<b>12.1%</b>	<b>16,476,416</b>	<b>14,894,780</b>	<b>14,630,042</b>	<b>14,631,904</b>	<b>14,427,587</b>	<b>13,079,497</b>

**COUNTY OF RENFREW  
2022 Budget  
Miramichi Lodge**

	<u>2022 Budget</u>	<u>2021 Budget</u>	<u>Variance \$</u>	<u>Variance %</u>	<u>2020 Actual</u>	<u>2019 Actual</u>	<u>2018 Actual</u>	<u>2017 Actual</u>	<u>2016 Actual</u>	<u>2015 Actual</u>
<b><u>MUNICIPAL SUBSIDY</u></b>	<b><u>1,843,213</u></b>	<b><u>1,798,257</u></b>	<b><u>44,956</u></b>	<b><u>2.5%</u></b>	<b><u>1,754,398</u></b>	<b><u>1,662,826</u></b>	<b><u>1,815,027</u></b>	<b><u>1,761,548</u></b>	<b><u>1,745,446</u></b>	<b><u>1,929,515</u></b>
City of Pembroke - 33%	608,260	550,806	57,454	10.4%	537,372	509,324	698,422	631,372	634,295	678,225
County of Renfrew - 67%	1,234,953	1,247,451	(12,498)	-1.0%	1,217,026	1,153,502	1,116,605	1,130,176	1,111,151	1,251,290
<b><u>REVENUE - MIRAMICHI LODGE</u></b>	<b><u>4,061,689</u></b>	<b><u>4,214,492</u></b>	<b><u>(152,803)</u></b>	<b><u>-3.6%</u></b>	<b><u>4,228,465</u></b>	<b><u>4,255,857</u></b>	<b><u>4,112,806</u></b>	<b><u>4,030,253</u></b>	<b><u>3,973,392</u></b>	<b><u>3,875,719</u></b>
Basic Accommodation	3,267,976	3,341,060	(73,084)	-2.2%	3,324,344	3,351,361	3,255,456	3,201,917	3,191,343	3,157,295
Bad Debt (Expense) / Recovery	0	0	0		825	523	(5,812)	5,217	(4,183)	0
Estate Recoveries - Municipal	0	0	0		0	0	0	0	0	65
Estate Recoveries - Provincial	0	0	0		0	0	0	0	0	152
Preferred Accommodation	793,713	866,672	(72,959)	-8.4%	898,226	886,734	847,127	804,612	769,849	704,893
Respite Care	0	6,760	(6,760)	-100.0%	5,070	17,239	16,035	18,507	16,383	13,314
<b><u>OTHER REVENUE</u></b>	<b><u>30,000</u></b>	<b><u>30,000</u></b>	<b><u>0</u></b>	<b><u>0.0%</u></b>	<b><u>24,329</u></b>	<b><u>97,433</u></b>	<b><u>40,016</u></b>	<b><u>113,984</u></b>	<b><u>23,830</u></b>	<b><u>30,715</u></b>
Donations			0		0	29,837	0	46,532	0	11,344
Other			0		0	0	0	40,721	0	
Interest Income	30,000	30,000	0	0.0%	24,329	43,387	40,016	26,731	23,830	19,371
Federal - Revenue			0		0	24,209	0	0	0	
<b><u>PROVINCIAL SUBSIDY</u></b>	<b><u>10,822,649</u></b>	<b><u>9,087,279</u></b>	<b><u>1,735,370</u></b>	<b><u>19.1%</u></b>	<b><u>10,379,630</u></b>	<b><u>8,818,943</u></b>	<b><u>8,654,264</u></b>	<b><u>8,585,303</u></b>	<b><u>8,688,417</u></b>	<b><u>8,258,800</u></b>
Operating Subsidy	8,721,417	8,460,172	261,245	3.1%	8,480,614	8,191,847	7,994,621	7,826,309	7,923,009	7,493,943
One Time Funding		0	0		1,270,202	0	0	0	0	5,989
Allied Health Professional Supplement	225,230	0	225,230							
Professional Growth Fund	53,425	0	53,425							
Nursing Staff Supplement	1,195,469	0	1,195,469							
RPN Subsidy		0	0			0	32,547	131,898	136,594	131,772
Capital Facility Subsidy (2024)	627,107	627,107	0	0.0%	628,814	627,096	627,096	627,096	628,814	627,096
<b><u>SURPLUS ADJUSTMENT - From Reserves</u></b>	<b><u>585,760</u></b>	<b><u>345,000</u></b>	<b><u>240,760</u></b>	<b><u>69.8%</u></b>	<b><u>390,364</u></b>	<b><u>477,895</u></b>	<b><u>244,270</u></b>	<b><u>399,011</u></b>	<b><u>180,921</u></b>	<b><u>159,558</u></b>
Surplus Adjustment - Temp Loan			0							
Surplus Adjustment - Trf From Reserves	585,760	345,000	240,760	69.8%	390,364	477,895	244,270	399,011	180,921	159,558
<b>GRAND TOTAL REVENUES</b>	<b>17,343,311</b>	<b>15,475,028</b>	<b>1,868,283</b>	<b>12.1%</b>	<b>16,777,186</b>	<b>15,312,954</b>	<b>14,866,383</b>	<b>14,890,099</b>	<b>14,612,006</b>	<b>14,254,307</b>
<b>Municipal Surplus / (Deficit)</b>	<b>(0)</b>	<b>0</b>	<b>(1)</b>	<b>-156.5%</b>	<b>300,770</b>	<b>418,174</b>	<b>236,341</b>	<b>258,195</b>	<b>184,419</b>	<b>1,174,810</b>

County of Renfrew  
Schedule of Reserves  
2022 BUDGET

		Audited Balance 31-Dec-20	2021 Budget Reserve Changes	Known Adjustments In 2021	Estimated Balance 31-Dec-21	Prop-Pembroke	Property-RCP	Property - Base	Prop- Amprior	IT	POA	Trails	PW	xxx	Transfers To	Transfers From	SDIP	Net Change	Estimated Balance 31-Dec-21	c = capital reserve	s=shared provicit
Child Care	Mitigation	1,520,237			1,520,237													0	1,520,237		s
Ec Dev	RED	35,000			35,000													0	35,000		
Trail	Algonquin Trail	14,125			14,125													0	14,125		
General	Building Reserve	3,077,415	160,237	50,000 a	3,287,652	(285,000)	(428,305)	129,776	86,795									(496,734)	2,790,918	c	
General	Development Reserve	8,697			8,697													0	8,697	c	
General	Federal Gas Tax Reserve	0		2,685,199 b	2,685,199							(5,478,416)			2,793,217			(2,685,199)	0		
General	Insurance	150,000			150,000													0	150,000		
General	Reforestation Reserve	180,918	(5,571)		175,347											(8,100)		(8,100)	167,247	c	s
General	OPP Bldg	755,047	65,305		820,352										76,169	(10,000)		66,169	886,521	c	
General	Sick leave	69,458			69,458													0	69,458		
General	TCA Renewal Reserve	16,001,514	(4,156,450)		11,845,064							(4,908,395)			6,227,007		466,473	1,785,085	13,630,149	c	
General	Working Capital	16,355,529	(204,000)	34,000 g	16,185,529					(17,000)		(34,000)						(51,000)	16,134,529	c	
General	WSIB Sched 2	621,547			621,547													0	621,547		
General	Cannabis Reserve	156,321			156,321													0	156,321		
General	Provincial Modernization	0			0													0	0	c	
Housing	Non Profit Capital	116,222			116,222													0	116,222		s
Housing	Severance	197,157			197,157													0	197,157		s
Paramedic	Infrastructure	2,168,070	(369,000)	270,000 f	2,069,070										1,121,000	(1,915,000)		(794,000)	1,275,070	c	s
Paramedic	Community Paramedic	738,884			738,884													0	738,884		s
Paramedic	Severance	1,378,862			1,378,862													0	1,378,862		s
Paramedic	WSIB Sched 2	0			0													0	0		s
Public Works	Capital	195,255	(195,255)	4,046,000 c	4,046,000							(12,846,744)			8,800,744			(4,046,000)	0	c	
Public Works	Winter Control	250,000			250,000													0	250,000		
Social Service	Fiscal Pressure	336,742			336,742													0	336,742		s
County Of Renfrew		44,327,000	(4,704,734)	7,085,199	46,707,465	(285,000)	(428,305)	129,776	86,795	(17,000)	0	(34,000)	(23,233,555)	0	19,018,137	(1,933,100)	466,473	(6,229,779)	40,477,686		
BM	WSIB Sched 2	496,744	49,024		545,768										49,024			49,024	594,792	s	
BM	Butterfly	149,318			149,318											(25,000)		(25,000)	124,318	c	s
BM	Unallocated	2,710,951	(1,151,000)	25,000 d	1,584,951											(361,800)		(361,800)	1,223,151	c	s
BM	LTC CMI Stabilization	248,242			248,242													0	248,242		s
BM	Equip	100,000			100,000													0	100,000	c	s
Bonnechere Manor		3,705,255	(1,101,976)	25,000	2,628,279		0	0	0	0	0	0	0	0	49,024	(386,800)	0	(337,776)	2,290,503		
ML	Butterfly	159,419			159,419											(159,419)		(159,419)	0	c	s
ML	WSIB Sched 2	228,442			228,442													0	228,442		s
ML	Unallocated	832,662	(345,000)	25,000 e	512,662											(426,341)		(426,341)	86,321	c	s
ML	LTC CMI Stabilization	0			0										100,614			100,614	100,614	s	
ML	Equip	38,782			38,782													0	38,782	c	s
ML	Sick leave	186,402			186,402													0	186,402		s
Miramichi Lodge		1,445,707	(345,000)	25,000	1,125,707		0	0	0	0	0	0	0	0	100,614	(585,760)	0	(485,146)	640,561		
Opeongo	Capital	0			0													0	0	c	s
RCHC	Capital	4,306,409	(1,776,450)	347,500 h	2,877,459											(1,482,665)		(1,482,665)	1,394,794	c	s
RCHC	AHP Reserve	0			0													0	0		s
RCHC	AHP Admin Reserve	0			0													0	0		s
RCHC	Home Ownership	0			0													0	0		s
RCHC	Working Capital	50,000			50,000													0	50,000	c	s
RCHC	WSIB Sched 2	148,483			148,483													0	148,483		s
Renfrew County Housing Corp		4,604,892	(1,776,450)	347,500	3,075,942		0	0	0	0	0	0	0	0	0	(1,482,665)	0	(1,482,665)	1,593,277		
Total Surplus Adjustment		53,982,854	(7,928,160)	7,482,699	53,537,393	(285,000)	(428,305)	129,776	86,795	(17,000)	0	(34,000)	(23,233,555)	0	19,167,775	(4,388,325)	466,473	(8,535,366)	45,002,027		
Capital Reserves Only		47,089,986	(7,977,184)	4,797,500	43,910,302	(285,000)	(428,305)	129,776	86,795	(17,000)	0	(34,000)	(17,755,139)	0	16,224,920	(4,388,325)	466,473	(5,999,805)	37,910,497		



County of Renfrew  
2022 Budget

					Road 70 Bridge 75 Culvert 90			Sources of Financing								
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Revised	Budget \$	Pembroke		Provincial	Gas Tax Res		Reserves	Debt	Total
									Taxation/Other	Share	Grant	Reserve				
BM	Building	D3055 - Fin Tube Radiation	Heaters in all rooms		L		20,000	20,000						20,000		20,000
BM	Building	C3020 - Floor Finishes	rolled vinyl		L		30,000	30,000						30,000		30,000
BM	Building	D5022 - Lighting Equipment	Changing to LED lights		M		30,000	0						0		0
BM	Building	Architects Fees	Butterfly Bldg Re-design	2021 carryover				25,000						25,000		25,000
BM	Building	D5033 - Telephone Systems	new NEC system		L		132,470	20,000						20,000		20,000
BM	Equip	Medical Equipment	Therapeutic Air Surfaces (2)		M			13,000						13,000		13,000
BM	Equip		Beriatric Ceiling Lift (2)		L			10,000						10,000		10,000
BM	Equip	Ceiling Lift Motors	(5 replace & 4 new)		M			46,800						46,800		46,800
BM	Roof	B30 - Roofing	washed river stone over single EPDM roof membrane		L		222,000	222,000						222,000		222,000
BM Total							434,470	386,800	0	0	0	0		386,800	0	386,800
IT	Equip	Server	Virtual Server Replaced		M			17,000						17,000		17,000
IT Total							0	17,000	0	0	0	0		17,000	0	17,000
ML	Building	C3020 - Floor Finishes	Resilient sheet flooring **** (corridors) - C Block		L		29,000	23,400						23,400		23,400
ML	Building	D-Services - Electrical	D5022 - Lighting Equipment - LED Switch		M			30,000						30,000		30,000
ML	Building	3045 - Exhaust Ventilation Syster	VAV controllers		L		30,000									0
ML	Building	D-Services - Mechanical	D3058-D - Make-Up AHU		L			103,000						103,000		103,000
ML	Building	E2010 - Fixed Furnishings	Servery 1a		L		30,000									0
ML	Building	D1010 - Elevators & Lifts	elevator component replacement door operators		L		45,000									0
ML	Building	E1093 - Food Service Equipment	dishwashers		L		58,000									0
ML	Building	D-Services - Mechanical	D3022 - Hot Water Boilers		L			200,000						200,000		200,000
ML	Building		Butterfly Dimentia Care unit 1A renovations as	2021 Carryover 25000	L		136,000	161,600						161,600		161,600
ML	Building	32 - Intercommunications And Pa	Nurse call - Austco systsem		L		250,000									0
ML	Equip	E-Equipment and Furnishings	Solid Waste Handling Equipment-dumpster		L			67,760						67,760		67,760
ML Total							578,000	585,760	0	0	0	0		585,760	0	585,760
Paramedic	Vehicles	TRAI-07-1118086	TRAILER - Mobile Command Unit	936	M		15,000	20,000						20,000		20,000
Paramedic	Vehicles	TRAI-07-N063595	TRAILER - Logistics	933	M		15,000	20,000						20,000		20,000
Paramedic	Vehicles	AMBU-17-9774496	AMBULANCE DEMERS TYPE II	4560-18	E		235,000	235,000						235,000		235,000
Paramedic	Vehicles	AMBU-18-9774473	AMBULANCE DEMERS TYPE III	4593-18	M		235,000	235,000						235,000		235,000
Paramedic	Vehicles	AMBU-18-9774474	AMBULANCE DEMERS TYPE III	4913-18	L		235,000	235,000						235,000		235,000
Paramedic	Vehicles	AMBU-18-9774495	AMBULANCE DEMERS TYPE III (+stretcher)	4901-18	L		235,000	300,000						300,000		300,000
Paramedic	Vehicles	AMBU-18-9774497	AMBULANCE DEMERS TYPE III (+stretcher)	4903-18	L		235,000	300,000						300,000		300,000
Paramedic	Vehicles	AMBU-19-N044507	AMBULANCE DEMERS TYPE III (+stretcher)	4900-19	L		235,000	300,000						300,000		300,000
Paramedic	Vehicles	ERV-16-EA29256	Ford Expedition	2021 carryover	E			90,000						90,000		90,000
Paramedic	Vehicles	ERV-16-EA54329	FORD F250	2021 carryover	L			90,000						90,000		90,000
Paramedic	Vehicles	ERV-16-ERO7647	Ford Expedition	2021 carryover	L			90,000						90,000		90,000
Paramedic Total							1,440,000	1,915,000	0	0	0	0		1,915,000	0	1,915,000
Prop-Arn Base	Building	D2095 - Domestic Water Heaters	Gas fired instantenous hot water heater.		L		5,095	5,095						5,095		5,095
Prop-Arn Base	Land Improvement	G2020 - Parking Lots	Asphalt parking lot on the side of the building, and asphalt driveway.		L		10,000	10,000						10,000		10,000
Prop-Arn Base	Land Improvement	G2020 - Parking Lots	Asphalt crack sealing		L		5,000	0						0		0
Prop-Arn Base Total							20,095	15,095	0	0	0	0		15,095	0	15,095
Prop-BB-Base	Land Improvement	G2020 - Parking Lots	Asphalt crack sealing		L		5,000	0						0		0
Prop-BB-Base Total							5,000	0	0	0	0	0		0	0	0
Prop-CAB	Building	B2010 - Exterior Walls	soffits / wood siding		M		150,000	150,000						150,000		150,000
Prop-CAB	Building	B2010 - Exterior Walls	Caulking / Repointing		M		60,000	60,000						60,000		60,000
Prop-CAB	Building	10 - Electrical Service And Distrib	Generator Transfer Switch		L		30,000	30,000						30,000		30,000
Prop-CAB	Building	B2030 - Exterior Doors	Upgrades to existing barrier free doors		L		59,000	59,000			59,000					59,000
Prop-CAB	Equip	Lawn Tractor			L			15,000						15,000		15,000
Prop-CAB	Equip	TRAC-22-	LAWN TRACTOR FOR CAB (GR SERIES)		L		20,000									0
Prop-CAB	Land Improvement	G2020 - Parking Lots	Crack filling - sealing		L		20,000	20,000						20,000		20,000
Prop-CAB	Land Improvement	G2030 - Pedestrian Paving	Concrete pedestrian walkways		M		10,000	10,000						10,000		10,000
Prop-CAB	Vehicles	LDTR-12-S287312	TRUCK PICKUP DODGE RAM 1500 4X2		L		30,000									0
Prop-CAB Total							379,000	344,000	0	0	59,000	0		285,000	0	344,000
Prop-Deep-Base	Land Improvement	G2020 - Parking Lots	Asphalt crack sealing		L		5,000	0						0		0
Prop-Deep-Base Total							5,000	0	0	0	0	0		0	0	0
Prop-OPP	Land Improvement	G2020 - Parking Lots	Line Painting		L		10,000	10,000						10,000		10,000
Prop-OPP Total							10,000	10,000	0	0	0	0		10,000	0	10,000
Prop-Pet-Base	Land Improvement	G2020 - Parking Lots	Asphalt crack sealing		L		20,000	20,000						20,000		20,000
Prop-Pet-Base Total							20,000	20,000	0	0	0	0		20,000	0	20,000
Prop-RCP	Building	C3040 - Wall Finishes - Units	Painted		L		25,000	0						0		0
Prop-RCP	Building	New Storage Garage	For Paramedic Vehicles/Equip-recover through 10yr lease		L			200,000						200,000	41	200,000

County of Renfrew  
2022 Budget

								Sources of Financing						
								Pembroke	Provincial	Gas Tax Res				
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Share	Grant	Reserve	Reserves	Debt	Total
Prop-RCP	Building	B30 - Roofing	Skylight assembly across the main section of the building.		L	45,855	45,855					45,855		45,855
Prop-RCP	Building	070 - Floor Finishes - Common A	Mostly ceramic - Halls and washrooms - some carpet		L	46,020	46,020					46,020		46,020
Prop-RCP	Building	134 - Packaged Air Conditioning L	Gas fired roof top units and electric baseboard heaters around the perin		L	150,000	150,000					150,000		150,000
Prop-RCP	Land Improvement	G2020 - Parking Lots	Paved parking lots around the building.	2021 carryover	L		50,000					50,000		50,000
Prop-RCP Total						266,875	491,875	0	0	0	0	491,875	0	491,875
PW	Bridges	B005	Scollard Bridge	Pucker Street	53	600,000	600,000					600,000		600,000
PW	Bridges	B002	Bonnechere River Bridge	2021 carry over-\$350k			350,000					350,000		350,000
PW	Bridges	B022	Indian River Bridge	Sandy Beach Rd	70	1,200,000	1,200,000					1,200,000		1,200,000
PW	Bridges	B056	Colterman Bridge	Colterman Road	69	100,000	100,000					100,000		100,000
PW	Bridges	B057	Mount St. Patrick Bridge	Mount St Patrick Rd	51	800,000	800,000					800,000		800,000
PW	Bridges	B064	Pilgrim Road Bridge	Pilgrim Road	66	180,000	180,000					180,000		180,000
PW	Bridges	B068	Schimmis Creek Bridge	Welk Road	66	100,000	100,000					100,000		100,000
PW	Bridges	B150	Dam Lake Bridge	Stanley Olsheski Rd	71	100,000	100,000					100,000		100,000
PW	Bridges	B203	Petawawa River Bridge	51	70	1,300,000	1,300,000					1,300,000		1,300,000
PW	Bridges	B257	Harrington Creek Bridge	512	29	800,000	800,000					800,000		800,000
PW	Bridges	B319	Bucholtz Bridge	2021 carry over-\$362k	73	950,000	950,000					950,000		950,000
PW	Bridges	B007	Butler Bridge	Butler Road	74	100,000	100,000					100,000		100,000
PW	Bridges	B044	Douglas Bridge	5	68	45,000	45,000					45,000		45,000
PW	Bridges	B102	Brennans Creek Bridge	512	64	54,000	54,000					54,000		54,000
PW	Bridges	B108	Tramore Bridge	Tramore Road	74	40,000	40,000					40,000		40,000
PW	Bridges	B156	Burnt Bridge	Burnt Bridge Road	64	25,000	25,000					25,000		25,000
PW	Bridges	B232	Cochrane Creek Bridge	Cement Bridge Road	40	50,000	50,000					50,000		50,000
PW	Bridges	B310	Ski Hill Bridge	58	69	30,000	30,000					30,000		30,000
PW	Bridges		Various Bridge Repairs			200,000	200,000					200,000		200,000
PW	Building	Salt Building	Structure	Goshen Patrol-Calabogi	M	50,000	50,000					50,000		50,000
PW	Building	Sand Dome	Roof	Goshen Patrol-Calabogi	H	35,000	35,000					35,000		35,000
PW	Building	Sand Dome	Structure	Goshen Patrol-Calabogi	M	52,000	52,000					52,000		52,000
PW	Culverts	C012	Farquharson's Culvert	S. McNaughton Road	55	135,000	135,000					135,000		135,000
PW	Culverts	C037	Bagot Creek Culvert	Lower Spruce Hedge Rt	21	342,000	342,000					342,000		342,000
PW	Culverts	C040	Snake River Culvert	8	58	108,000	108,000					108,000		108,000
PW	Culverts	C134	Campbell Drive Culvert	Campbell Drive	45	585,000	585,000					585,000		585,000
PW	Culverts	C137	Hanson Creek Culverts	Robertson Line	57	162,000	162,000					162,000		162,000
PW	Culverts	C152	Wadsworth Lake Culvert	Old Barry's Bay Road	46	252,000	252,000					252,000		252,000
PW	Culverts	C197	Etmanskie Swamp Culvert	2021 carryover-\$240k	45	1,100,000	1,100,000					1,100,000		1,100,000
PW	Culverts	C269	Jacks Lake Culverts	58	53	180,000	180,000					180,000		180,000
PW	Culverts	C302	Wingle Creek Twin Culverts	Rochfort Road	16	180,000	180,000					180,000		180,000
PW	Culverts	C001	Berlanquet Creek Culvert	5	67	38,500	38,500					38,500		38,500
PW	Culverts	C025	Borne Road Culvert	Borne Road	28	30,000	30,000					30,000		30,000
PW	Culverts	C051	Harris Creek Culvert	Proven Line	26	20,000	20,000					20,000		20,000
PW	Culverts	C130	Lochiel Creek Culvert North	63	34	33,500	33,500					33,500		33,500
PW	Culverts	C191	Dicks Road Culvert	Dicks Road	29	20,000	20,000					20,000		20,000
PW	Culverts	C201	Broomes Creek Culvert	2021 carryover-\$800k	35	100,000	100,000					100,000		100,000
PW	Culverts	C204	Bellowes Creek Culvert	12	45	30,000	30,000					30,000		30,000
PW	Culverts	C268	St. Columbkille's Culvert	58	64	75,000	75,000					75,000		75,000
PW	Culverts	C325	Neilson Creek Culvert	Clear Lake Road	36	50,000	50,000					50,000		50,000
PW	Equip	new	Offset Roller	hot mix patching/should	L		71,000					71,000		71,000
PW	Equip	new	Road Shoulder MC		L		80,000					80,000		80,000
PW	Equip	ATTA-99-GSWEEK	Sweeper		M		20,000					20,000		20,000
PW	Equip	BACK-06-G959459	Backhoe		M	185,000	185,000					185,000		185,000
PW	Equip	SMEQ-08-3300055	Line Paint Machine GP/CP		M		14,000					14,000		14,000
PW	Equip	replaces 1985 homemade trailer	U-body water tank		M		36,000					36,000		36,000
PW	Equip	TRAC-02-L25212	Tractor		M	95,000	95,000					95,000		95,000
PW	Land Improvement	Parking Lot		Cobden	M	180,000	180,000					180,000		180,000
PW	Roads	1	Madawaska Blvd	B258 W Exp Jnt-to-Dan	52	14,269	14,269					14,269		14,269
PW	Roads	1	Madawaska Blvd	Daniel St-to-Elgin St	52	145,556	145,556				140,000	5,556		145,556
PW	Roads	1	River Road	Henry Crescent-to-Loch	37	774,080	774,080				760,000	14,080		774,080
PW	Roads	2	White Lake Road	Mountain View Rd-to-Rt	52	271,629	271,630				260,000	11,630		271,630
PW	Roads	2	White Lake Road	Robertson Line-to-Cty F	50	645,540	645,540				630,000	15,540		645,540
PW	Roads	2	White Lake Road	Cty Rd 23 (Highland Rd	62	171,516	171,516				165,000	6,516		171,516
PW	Roads	7	Foresters Falls Rd	Harriet Street (urban be	31	357,500	357,500			340,000		17,500		357,500

42

County of Renfrew  
2022 Budget

Road 70 Bridge 75 Culvert 90								Sources of Financing								
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Revised Budget \$	Pembroke		Provincial	Gas Tax Res		Total			
								Taxation/Other	Share	Grant	Reserve	Reserves		Debt		
PW	Roads	13	Mountain Rd	Micksburg Rd-to-Soike I	35	301,000	301,000			275,000		26,000	301,000			
PW	Roads	13	Mountain Rd	Soike Rd-to-Stafford Th	37	296,700	296,700			275,000		21,700	296,700			
PW	Roads	21	Beachburg Rd	Buchannan's Pit Entranc	51	411,720	411,720				400,000	11,720	411,720			
PW	Roads	21	Beachburg Rd	Pappin Rd-to-Watchorn	51	348,322	348,322				340,000	8,322	348,322			
PW	Roads	21	Beachburg Rd	Watchorn Dr-to-Urban E	50	110,665	110,665				105,000	5,665	110,665			
PW	Roads	23	Highland Rd	Renfrew/Lanark Line-to	36	324,650	324,650				320,000	4,650	324,650			
PW	Roads	24	White Water Rd	Hwy 17-to-City Rd 40 (G	32	826,560	826,560				810,000	16,560	826,560			
PW	Roads	29	Drive Inn Rd	City of Pembroke (South	55	188,680	188,680				180,000	8,680	188,680			
PW	Roads	29	Drive Inn Rd	Wilson Rd-to-Clearview	70	194,020	194,020				190,000	4,020	194,020			
PW	Roads	62	Combermere Rd	Combermere S Urban L	75	15,107	0						0			
PW	Roads	62	Combermere Rd	Combermere North Urb	77	9,450	0						0			
PW	Roads	62	Combermere Rd	Cty Rd 517 (Dafoe Rd)-	85	6,750	0						0			
PW	Roads	62	Combermere Rd	Combermere Edge S E	82	31,646	62,953					62,953	62,953			
PW	Roads	65	Centennial Lake Rd	Black Donald Access Pt	13	1,128,270	1,128,270			325,010	428,416	374,844	1,128,270			
PW	Roads	67	Simpson Pit Rd	Buck Hill Rd-to-City Rd	48	781,000	781,000				750,000	31,000	781,000			
PW	Roads	508	Calabogie Rd	Mill St-to-City Rd 511 (L	33	636,320	636,320			500,000		136,320	636,320			
PW	Roads	512	Foymount Rd	County Road 66-to-Bruc	41	99,940	99,940					99,940	99,940			
PW	Roads	512	Foymount Rd	Brudenell Village East L	16	543,950	543,950					543,950	543,950			
PW	Roads	512	Foymount Rd	Lorwell Lake Drive-to-Hi	42	202,510	202,510					202,510	202,510			
PW	Roads	512	Foymount Rd	B257-to-Lake Clear Rd	3	704,000	704,000					704,000	704,000			
PW	Roads	512	Foymount Rd	Lake Clear Rd-to-Buelo	3	537,680	537,680					537,680	537,680			
PW	Roads	512	Foymount Rd	2021 carry over-\$1.6m	10	1,094,500	1,094,500					1,094,500	1,094,500			
PW	Roads	517	Dafoe Rd	Serran Road - to - CA 2	21	165,690	165,690			165,690			165,690			
PW	Roads	517	Dafoe Rd	CA 2532-to-CA 2647	37	149,384	149,384			149,384			149,384			
PW	Roads	517	Dafoe Rd	CA 2647-to-Lower Craig	17	97,310	97,310			97,310			97,310			
PW	Roads	517	Dafoe Rd	Lower Craigmont Rd-to-	19	722,100	722,100			611,990		110,110	722,100			
PW	Roads	30	Lake Dore Rd	Hwy 60-to-St. John's Ch	53	75,000	75,000					75,000	75,000			
PW	Roads	30	Lake Dore Rd	St. John's Church Steps	18	25,000	25,000					25,000	25,000			
PW	Roads		Scratch Coat	Various		737,924	737,924					737,924	737,924			
PW	Roads		Active Transportation	Various		150,000	150,000					150,000	150,000			
PW	Trailer	replaces 1990 utility trailer	16ft Float		M	12,000	12,000					12,000	12,000			
PW	Trailer	replaces 1995 utility trailer	Enclosed cargo SWP		M	15,000	15,000					15,000	15,000			
PW	Vehicles	626-08	6 Ton Truck	2021 carryover	M	355,000	355,000					355,000	355,000			
PW	Vehicles	617-09	6 Ton Truck	Plow Truck	M	355,000	355,000					355,000	355,000			
PW	Vehicles	158-07	Service Van (Mechanic)		M	150,000	150,000					150,000	150,000			
PW	Vehicles	157-12	Pickup Truck (Mechanic)	2021 carryover	M	60,000	60,000					60,000	60,000			
PW	Vehicles	156-13	Service Van (Mechanic)	2021 carryover	M	150,000	150,000					150,000	150,000			
PW	Vehicles	101-14	Pickup Truck	2021 carryover	M	42,000	42,000					42,000	42,000			
PW	Vehicles	146-14	Pickup Truck	2021 carryover	M	45,000	45,000					45,000	45,000			
PW	Vehicles	164-14	Pickup Truck	2021 carryover	M	42,000	42,000					42,000	42,000			
PW	Vehicles	111-15	Pickup Truck		M	42,000	42,000					42,000	42,000			
PW	Vehicles	121-15	Pickup Truck		M	42,000	42,000					42,000	42,000			
PW	Vehicles	131-15	Pickup Truck		M	42,000	42,000					42,000	42,000			
PW	Vehicles	112-16	Pickup Truck		M	42,000	42,000					42,000	42,000			
PW Total								25,401,936	25,972,939	0	0	2,739,384	5,478,416	17,755,139	0	25,972,939
RCHC	Building	59 Wallace Street - Site	G4020 - Site Lighting	Exterior	E	25,000	25,000					25,000	25,000			
RCHC	Building	44 Lorne Street	B2030 - Exterior Doors	Exit doors	H	26,000	26,000					26,000	26,000			
RCHC	Building	150 Elizabeth Street North	B2030 - Exterior Doors	Exits	M	35,000	35,000					35,000	35,000			
RCHC	Building	510 MacKay Street	B2030 - Exterior Doors	Patio doors	H	50,000	50,000					50,000	50,000			
RCHC	Building	Nelson Street	Fencing (Nov 2021 Council Approval)	(SSRF shortfall)			100,000					100,000	100,000			
RCHC	Building	425 Nelson Street	B30 - Roofing	Roof	M	60,000	60,000					60,000	60,000			
RCHC	Building	75 Stafford Street	C1070 - Plumbing fixture Refurbishment	faucet and bathroom v	H	75,000	75,000					75,000	75,000			
RCHC	Building	260 Elizabeth Street North	B2030 - Exterior Doors	Units patios and balco	H	150,000	150,000					150,000	150,000			
RCHC	Building	260 Elizabeth Street North	B2020 - Exterior Windows	2021 carry over			172,500					172,500	172,500			
RCHC	Building	Bronx Street/Reynolds Avenue	B2020 - Exterior Windows	2021 carry over - \$175k			194,165					194,165	194,165			
RCHC	Building	174/178,202 Massey, 220/350 AirRoofing		Roofing	E	150,000	150,000					150,000	150,000			
RCHC	Building	130-144 Fraser, 135-147 Arnolds	B2010 - Exterior Walls-Siding	Main level & 2nd floor	M	170,000	170,000					170,000	170,000			
RCHC	Building	1030-1106 Lea St - (4) Townhome	B2020 - Exterior Windows	All, based on sample	H	275,000	275,000					275,000	275,000			
RCHC	Vehicles	LDTR-13-N101805	VAN MTCE NISSAN		L	46,000							0			
RCHC	Vehicles	TRAC-11-LAWN17	Tractor 59 Wallace		L	8,600							0			

43

County of Renfrew  
2022 Budget

					Road 70 Bridge 75 Culvert 90	Revised		Sources of Financing						
Department	Primary Category	Detail	Detail	Location/Other	or Risk	10 Year Plan	Budget \$	Taxation/Other	Pembroke Share	Provincial Grant	Gas Tax Res Reserve	Reserves	Debt	Total
RCHC	Vehicles	TRAC-06-LAWNPO4	Lawn tractor 150 Elizabeth		L	8,600								0
RCHC Total						1,079,200	1,482,665	0	0	0	0	1,482,665	0	1,482,665
Trails	Land Imp	Phase III Final Transfer	Former CP Rail Transfer	2021 carry over	L		34,000					34,000		34,000
Trails Total						0	34,000	0	0	0	0	34,000	0	34,000
Grand Total						29,639,576	31,275,134	0	0	2,798,384	5,478,416	22,998,334	0	31,275,134



## BUSINESS CASE - STAFFING REPORT

NEW 2022-BM-01

Date: January 12, 2022

Department: Bonnechere Manor

Report Prepared by: Mike Blackmore, Director of Long-Term Care

<b>PROPOSAL</b>	To decrease the hours in the Clothing Aide positions by 338 hours and the Laundry Aide positions by 1,562 hours and utilize these efficiencies to increase the hours in the Unit Clerk position by 1,092 hours.		
<b>POSITION(S)</b> <b>Union X or</b> <b>Non-Union</b>	Decrease Bonnechere Manor Clothing Aide hours	-338	
	Decrease Bonnechere Manor Laundry Aide hours	-1,562	
	Increase Bonnechere Manor Unit Clerk hours	+1,092	
<b>SUMMARY</b> <b>Background</b> <b>Discussion</b>	<p><b><u>Background/Discussion</u></b></p> <p>With the increase of administration duties due to Pandemic reporting; recording and maintaining vaccination status of residents, staff, essential caregiver and general visitors; the increase coordination and ordering of nursing supplies including personal protective equipment; and supporting the residents and families with specialist appointments and transportation, staff recommend an increase in hours for the Unit Clerk position that can be accommodated with a decrease in the Clothing Aide and Laundry Aide positions. The decreased hours are representative of hours scheduled since 2020, but have remained budget for. The reduction in laundry hours brings Bonnechere Manor closer into alignment with Miramichi Lodge laundry resources.</p>		
<b>RECOMMENDATION</b>	THAT the Health Committee recommends to County Council the approval of the decrease of 338 hours in the Clothing Aid position, decrease of 1,562 hours in the Laundry Aid position and an increase of 1,092 hours in the Unit Clerk position at Bonnechere Manor.		
<b>Financials</b>		<b><u>Hours</u></b>	<b><u>Salary/Benefits</u></b>
	BM Clothing Aide	-338	-\$9,834
	BM Laundry Aide	-1,562	-\$32,193
	BM Unit Clerk	+1,092	+\$33,836
	BM Total	-808	-\$8,191

**COUNTY OF RENFREW**  
**BY-LAW NUMBER \_\_-22**

**A BY-LAW TO ENTER INTO AN AGREEMENT WITH MEDISYSTEM PHARMACY FOR  
THE PROVISION OF PROVIDING PHARMACY SERVICES TO BONNECHERE MANOR  
AND MIRAMICHI LODGE**

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WHEREAS Sections 8, 9 and 11 of the Municipal Act, 2001, S.O. 2001, as amended, authorizes Council to enter into agreements;

AND WHEREAS the Agreement outlines the responsibilities and expectations of both the Corporation of the County of Renfrew (Bonnechere Manor and Miramichi Lodge) and the MediSystem Pharmacy regarding the services offered to the residents of the Homes;

AND WHEREAS the Corporation of the County of Renfrew deems it desirable to enter into an agreement with MediSystem Pharmacy.

NOW THEREFORE the Council of the Corporation of the County of Renfrew hereby enacts as follows:

1. The Agreement marked as Schedule 'I' attached to and made part of this by-law shall constitute an agreement between the Corporation of the County of Renfrew (Bonnechere Manor and Miramichi Lodge) and MediSystem Pharmacy;
2. That the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this by-law.
3. That this by-law shall come into force and take effect upon the passing thereof.
4. That By-law 84-13 adopted on September 25, 2013 and By-law 111-16 adopted on November 30, 2016 be hereby repealed.

READ a first time this 26<sup>th</sup> day of January, 2022.

READ a second time this 26<sup>th</sup> day of January, 2022.

READ a third time and finally passed this 26<sup>th</sup> day of January, 2022.

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DEBBIE ROBINSON, WARDEN

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PAUL V. MOREAU, CLERK

## **Schedule A – Pharmacy Services Agreement**

### **BETWEEN:**

The Municipal Corporation of the County of Renfrew carrying on  
business as

**County of Renfrew Long-Term Care Homes:  
Bonnechere Manor and, or Miramichi Lodge**  
(herein after referred to as 'the Home')

-and-

MediSystem Pharmacy  
(herein after referred to as the 'Pharmacy Service Provider')

**WHEREAS** the Pharmacy Service Provider wishes to provide pharmacy services to the residents of the Home(s) on a fee for service basis;

**AND WHEREAS** the Home(s) agrees to allow the Pharmacy Service Provider to enter the Home(s) for the purposes of offering its services to the Homes' residents as provided herein;

### **THE PARTIES AGREE AS FOLLOWS:**

#### **DESCRIPTION OF SERVICES**

1. The Pharmacy Service Provider (hereinafter sometimes referred to as the "PSP") shall provide the pharmacy services (hereinafter referred to as the 'the services') set forth in Appendix A, Schedule A, attached - as may be required by the Homes' residents, on a fee for service basis. Appendix A shall not be amended in any manner except with the consent in writing of the Administrator/Designate of the Homes.

#### **RESPRESENTATIONS AND WARRANTIES**

2. The PSP warrants that it shall provide services as required by residents and/or substitute decision makers in a diligent and competent fashion.
3. The PSP represents that it shall ensure that all of its employees are qualified to perform services as requested by residents and/or substitute decision makers in a diligent and competent fashion.

4. The PSP shall provide services on a predetermined schedule to meet the needs of the Home's residents.
5. The PSP agrees to maintain a professional and cooperative relationship with the Homes' residents, visitors, employees and contractors. It is further agreed by the PSP that it will take a lead role in ensuring that the Home policies, procedures, and organizational practices are in compliance with O. Reg. 79/10 s. 114 through to s. 137 Appendix D attached, and adhere at all times to the Resident's Bill of Rights set out in Appendix B, attached.
6. The Home requires a single Pharmacy Service Provider as set out in O. Reg. 79/10, ss. 119 and 122 of the *Long-Term Care Homes Act, 2007*:

## **PHARMACY SERVICE PROVIDER**

### Retaining of Pharmacy Service Provider

119. (1) Every licensee of a long-term care home shall retain a Pharmacy Service Provider for the Home.

## **OBTAINING AND KEEPING DRUGS**

### Purchasing and handling of drugs

122. (1) Every licensee of a long-term care home shall ensure that no drug is acquired, received or stored by or in the Home or kept by a resident under subsection 131 (7) unless the drug,

- a. has been prescribed for a resident or obtained for the purposes of the emergency drug supply referred to in section 123; and
- b. has been provided by, or through an arrangement made by the Pharmacy Service Provider or the Government of Ontario

(2) Subsection (1) does not apply where exceptional circumstances exist such that a drug prescribed for a resident cannot be provided by or through an arrangement made by the Pharmacy Service Provider.

## **TERM**

7. The PSP shall perform the services for the term commencing **April 1, 2022** to **March 31, 2027**.



## **NATURE OF THE RELATIONSHIP**

8. The parties acknowledge and agree as follows:
- (a)
    - i. The PSP is in an independent contractor relationship with the Home; and
    - ii. Neither the PSP nor any persons he/she/it contracts with to provide services pursuant to this Agreement are agents, employees, partners or joint ventures of the Homes, the Municipal Corporation of the County of Renfrew or the Corporation of the City of Pembroke and neither the PSP nor the Homes or the Municipal Corporation of the County of Renfrew shall make representations otherwise; and
  - (b) Nothing herein shall be construed so as
    - i. To make the PSP **or** its agents or employees the employees of the Homes, the Municipal Corporation of the County of Renfrew or the Corporation of the City of Pembroke; or
    - ii. To impose any liability this may arise between employer and employee as the case may be.

## **CONSIDERATION**

9. Payment for pharmaceutical services for all Home residents will be made directly to the pharmacy by the Ministry of Health – Drug Plan Branch on all prescriptions covered by drug benefits.
10. Prior to providing services, the PSP shall obtain approval for payment from the Homes’ residents and/or substitute decision makers.

## **EQUIPMENT**

11. The PSP shall supply at its own expense all equipment, labour, supplies, materials, licenses and all regulatory approvals necessary to provide the services.
12. All equipment must be C.S.A. approved and passed by the Homes’ Maintenance Department prior to use. The Home is not responsible for loss or damage.

## **PROOF OF REGISTRATION**

13. The PSP shall provide proof of registration with its licensing body on an annual basis. The Pharmacy shall be accredited by the Ontario College of Pharmacists and provide a copy of same to the Home. The Pharmacy shall ~~be~~

directed by a Pharmacist licensed to practice in the Province of Ontario, with support staff to provide the services defined in this contract and provide annual copy(ies) of registration with the Ontario College of Pharmacists for each Pharmacist that provides clinical services to the Home.

#### **CRIMINAL REFERENCE CHECK/ VULNERABLE SECTOR SCREENING**

14. The PSP agrees to provide a satisfactory Criminal Reference Check / Vulnerable Sector Screening from the police force detachment responsible for the jurisdiction of the PSP's place of residence for any servant, agent or employee of the PSP.

#### **POLICIES**

15. The PSP agrees to comply with all policies, rules, regulations and instructions of the Ministry of Health and Ministry of Long-Term Care and the Homes now in force or which hereafter may be amended, revised or adopted in the sole discretion of the Home from time to time.
16. The PSP further agrees to execute and comply with Appendix C - the Confidentiality Agreement, as well as to provide proof, acceptable to the County of Renfrew, of annual immunization for influenza, proof of full COVID-19 vaccination status and an initial negative 2-step TB test, or Chest X-ray for its servants, agents and employees providing services to the Homes.
17. The PSP agrees to comply at all times with the prevailing laws, including any regulations, which may apply to the services being performed.

#### **WORKPLACE SAFETY AND INSURANCE BOARD**

18. The PSP, if it is eligible, shall register with the Workplace Safety and Insurance Board (WSIB). The PSP further agrees to indemnify and save harmless the Homes from any workplace safety and insurance or workers' compensation claims made by the PSP or its servants, agents or employees. The PSP agrees to provide a 'clearance certificate' as proof of its registration with WSIB prior to entering the Homes to provide services pursuant to this Agreement. The PSP further agrees to renew the WSIB 'clearance certificate' every sixty (60) days for the term of this Agreement.

#### **SAFETY POLICIES AND PROCEDURES AND RELATED DOCUMENTATION**

The PSP may be requested to submit one (1) copy of each of the following items:

19. Their written health and safety policy and program where required under

Section 25 (2) (j) of the Occupational Health and Safety Act. Where not required under 25(4), the PSP is asked to provide procedures or a written description of safety practices applicable to the work to be performed under the contract.

20. Proof that personnel have received training in accordance with requirements of the Ontario Workplace Hazardous Materials Information System Regulation where applicable.
21. Ensure all supplied syringes are safety-engineered design and licensed as a medical device by Health Canada.
22. Provide notification to the Director of Care or designate the names and schedule of residents receiving cytotoxic medication.
23. Maintain and keep the list of residents taking cytotoxic medication current and up to date.
24. Where necessary provide direction to registered staff administering medication.
25. The PSP will supply the Homes with Sharps containers, cytotoxic containers and a system to dispose of the containers and associated biohazardous waste at no cost to the Homes.

#### **ACCESIBILITY FOR ONTARIANS WITH DISABILITIES ACT 2005**

26. The PSP shall ensure that all its employees and agents receive training regarding accessibility as outlined in the Accessible Customer Service Standard (Ontario Regulation 429/07) and the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11). The PSP is responsible to ensure that all of its employees, volunteers, and others for which the PSP is responsible are adequately trained.

#### **INSURANCE**

27. The PSP shall obtain at least five (5) million dollars in liability insurance coverage. The Municipal Corporation of the County of Renfrew and the Homes (and in the case of Miramichi Lodge, the Corporation of the City of Pembroke) shall be added as an additional named insured under the policy, including for pharmacy services under the policy, and the policy shall provide that the Homes will be given sixty (60) days written notice by the insurer in the event that the insurer intends to cancel the policy or change it in any manner. A copy of all insurance policies shall be provided by the PSP to the

Homes.

## **INDEMNIFICATION**

28. The PSP acknowledges that the Homes, the Municipal Corporation of the County of Renfrew and the Corporation of the City of Pembroke are not responsible for any damages and/or loss related to the goods and services provided pursuant to this Agreement. The PSP agrees to save harmless and indemnify the Municipal Corporation of the County of Renfrew, the Homes and the Corporation of the City of Pembroke from all claims made against it as a result of the PSP's goods and services.

## **TERMINATION**

29. Either the Homes or the PSP may terminate this Agreement upon either:
- (a) Ninety (90) days written notice to the other; or
  - (b) Without notice in the event of breach of the terms of this Agreement.

## **NOTICES**

30. All notices sent pursuant to this Agreement by the Pharmacy Service Provider to the Homes, including notice of termination of this Agreement, shall be hand delivered or sent by prepaid registered mail to the following address or any new address specified by the Home in a written notice:

Mike Blackmore, Director of Long-Term Care  
County of Renfrew Long-Term Care Homes  
Bonnechere Manor / Miramichi Lodge  
725 Pembroke Street West  
Pembroke ON K8A 8S6

All notices sent pursuant to this Agreement by the Homes to the Pharmacy Service Provider, including the notice of termination of this Agreement, shall be hand delivered or sent by prepaid registered mail to the following address or any new address specified by the Pharmacy Service Provider in a written notice.

MediSystem Pharmacy  
75 Lesmill Road, Unit 3  
Toronto, ON M3B 2T8

## **INDEPENDENT LEGAL ADVICE**

31. The Pharmacy Service Provider acknowledges and agrees that it has been given an opportunity to seek independent legal advice in connection with this agreement and has either waived such right or has received such advice. 30

either case, the Pharmacy Service Provider hereby confirms that it fully appreciates and understands the terms of this Agreement.

## **ASSIGNMENT**

32. The Pharmacy Service Provider may not assign this Agreement without the written authorization of the Municipal Corporation of the County of Renfrew.

## **SEVERABILITY**

33. The parties agree that if any of the provisions or a part of a provision of this Agreement are deemed illegal or unenforceable, such provisions shall be considered separate and severable from this Agreement and the remaining provisions or part of a provision of the Agreement shall continue in force and be binding upon the parties as though such provision or part of a provision had never been included.

## **ENTIRE AGREEMENT**

34. It is agreed that this Agreement embodies the entire agreement of the parties and that no understandings or agreements, verbal or otherwise, exist between the parties except as expressly set out in this Agreement. This Agreement shall not be amended, altered or qualified except by a memorandum in writing signed by all the parties hereto.

## **GOVERNING LAW**

35. This Agreement shall be governed by and construed and interpreted in accordance with the laws of the Province of Ontario and the parties hereby irrevocably attorn to the jurisdiction of the courts of such province.

**IN WITNESS WHEREOF** the parties hereto have caused this Agreement to be executed this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
Signed on behalf of the Pharmacy  
Service Provider

\_\_\_\_\_  
Witness

Signed on behalf of the Homes:

\_\_\_\_\_  
Debbie Robinson, Warden

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Paul V. Moreau, CAO/Clerk

\_\_\_\_\_  
Witness



## Board of Health

### Regular Board Meeting, via GoToMeeting

Tuesday, November 30, 2021

The regular meeting of Renfrew County and District Health Unit's Board of Health was held by *GoToMeeting*, due to restrictions in place because of the COVID-19 global pandemic. Members were present by audio and/or video.

#### Members:

Ann Aikens	Chair
Michael Donohue	Member
J. Michael du Manoir	Member
Jane Dumas	Member
Joanne King	Member
Wilmer Matthews	Member
Jennifer Murphy	Member
Christine Reavie	Member
Cathy Regier	Member
Carolyn Watt	Member

#### Staff:

Vicki Benoit	Director, Health Protection
Melissa Botz	Coordinator, Communication and Emergency Preparedness
Dr. Robert Cushman	Acting Medical Officer of Health
Heather Daly	Acting Chief Executive Officer/Director, Corporate Services
Marilyn Halko	Executive Assistant (Secretary)
Tom Regan	Coordinator, Foundational Standards
Patti Smith	Director, Health Promotion

#### Regrets:

Peter Emon	Vice-Chair
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#### 1. Call to Order

Ann Aikens called the meeting to order at 10:00 a.m.

## 2. **Agenda Approval**

The agenda was approved, as presented.

### **Resolution: #1 BoH 2021-Nov-30**

Moved by C. Reavie; seconded by J. Dumas; be it resolved that the Board approve the agenda, as presented.

Carried

## 3. **Declarations of Conflict of Interest**

There were no declarations of conflict of interest.

## 4. **Delegations**

There were no delegations.

## 5. **Minutes of Previous Meetings (Approval)**

- a. Regular Board Meeting Minutes 2021-Oct-26  
The meeting minutes for the Regular Board meeting held on Tuesday, October 26, 2021, via *GoToMeeting*, were approved, as presented.

### **Resolution: #2 BoH 2021-Nov-30**

Moved by C. Watt; seconded by J. Dumas; be it resolved that the Board approve the meeting minutes from the Regular Board meeting held on Tuesday, October 26, 2021, as presented.

Carried

## 6. **Business Arising**

- a. Action List—2021-Oct-26  
All items from the updated [Action List—2021-Oct-26](#) Regular Board Meeting were completed, appear on this agenda, or deferred to a later meeting date.

## 7. **Staff Reports**

- a. RCDHU Programs and Services During COVID-19 Pandemic Update and Draft Recovery Framework  
V. Benoit, P. Smith and M. Botz presented the following reports:
  - [RCDHU Programs and Services During COVID-19 Pandemic Update](#)
  - [RCDHU Draft Recovery Framework](#).

The Chair called for questions and comments from the Board.

A Board Member requested additional information regarding the procedure for assessing risk levels.

The Chair and Dr. Cushman thanked V. Benoit, P. Smith and M. Botz for their exceptional work.

- b. Report to the Board—Dr. Robert Cushman, Acting Medical Officer of Health  
Dr. Cushman presented the [Report to the Board](#), with additional information to update the Board on current COVID-19 activity in Renfrew County and District.

The Chair called for questions and comments from the Board.

**Resolution: #3 BoH 2021-Oct-26**

Moved by J. Murphy; seconded by J. M. du Manoir; be it resolved that the Board accept the Report to the Board from Dr. Robert Cushman, Acting Medical Officer of Health.

Carried

The Chair thanked Dr. Cushman for the MOH(A) *Report to the Board*.

- c. 2020 Annual Report  
H. Daly presented the following report to the Board:
- [2020 Annual Report](#).

The Chair called for comments and questions from the Board.

**Resolution: #5 BoH 2021-Nov-30**

Moved by M. Donohue; seconded by J. Murphy; be it resolved that the Board of Health approve the 2020 Annual Report and direct that it be published.

Carried

**Recorded Vote**

Yes	Name of Board Member	No
✓	Aikens, M. Ann	
✓	Donohue, Michael	
✓	du Manoir, J. Michael	
✓	Dumas, Jane	
	<del>Emon, Peter</del> (absent)	
✓	King, Joanne	



✓	Matthews, Wilmer	
✓	Murphy, Jennifer	
✓	Reavie, Christine	
✓	Regier, Cathy	
✓	Watt, Carolyn	
<b>10</b>	<b>Totals</b>	

<b>Carried by: 10-0</b>
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<b>Defeated by:</b>
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The Chair thanked H. Daly for the Annual Report presentation and commended all RCDHU Staff for their exceptional work in 2020, particularly their response to the COVID-19 pandemic.

Starting December 1, 2021, the Annual Report will be posted to the RCDHU website and then widely distributed to partners.

- d. Update Q3 2021 Corporate Operational Plan with Risk Mitigation Strategies  
T. Regan presented the following report:
- [Update Q3 2021 Corporate Operational Plan with Risk Mitigation Strategies.](#)

The Chair called for comments and questions from the Board.

#### **Resolution: #4 BoH 2021-Nov-30**

Moved by C. Regier; seconded by W. Matthews; be it resolved that the Board accept the *Q3 2021 Corporate Operational Plan with Risk Mitigation Strategies*, as presented.

Carried

The Chair thanked T. Regan for the update to the Board.

## **8. Board Committee Reports**

### a. Governance

J. Dumas, Governance Committee Chair, presented the following report to the Board:

- [Governance Committee Board Report—2021-Nov-18.](#)

The Chair reviewed each report item and called for questions.

**Resolution: #6 BoH 2021-Nov-30**

Moved by C. Watt; seconded by J. Dumas; be it resolved that Board accept the Governance Committee Board Report, as presented.

Carried

- b. Stakeholder Relations Committee  
C. Reavie, Stakeholder Relations Committee Chair, presented the following report to the Board:

- [Stakeholder Relations Committee Board Report—2021-Nov-09.](#)

The Chair reviewed each report item and called for questions.

**Resolution: #7 BoH 2021-Nov-30**

Moved by C. Reavie; seconded by W. Matthews; be it resolved that Board accept the Stakeholder Relations Committee Board Report, as presented.

Carried

**08. Correspondence**

The Board received the following correspondence:

Subject:		From:	Action:
a.	<a href="#"><u>Home Health Care Providers and COVID Vaccination</u></a> 2021-Oct-19	• Huron Perth Public Health	• Received as information.
b.	<a href="#"><u>alPHa Information Break</u></a> — October 2021 2021-Oct-21	• Association of Local Public Health Agency —alPHa	• Received as information.
c.	<a href="#"><u>COVID-19 Funding Letter</u></a> 2021-Oct-21	• Simcoe Muskoka District Health Unit	• Received as information.
d.	<a href="#"><u>Public Health Funding for 2022</u></a> —2021-Nov-01	• North Bay Parry Sound District Health Unit	• Received as information.
e.	<a href="#"><u>Ongoing Government Financial Support</u></a> 2021-Nov-02	• Southwestern Public Health	• Received as information.

f.	<a href="#"><u>Increase in Base Funding</u></a> 2021-Nov-04	<ul style="list-style-type: none"> <li>Windsor Essex County Health Unit</li> </ul>	<ul style="list-style-type: none"> <li>Received as information.</li> </ul>
g.	<a href="#"><u>Letter of Congratulations to Joanne King</u></a> 2021-Nov-04	<ul style="list-style-type: none"> <li>Christine Elliott, Deputy Premier and Minister of Health</li> </ul>	<ul style="list-style-type: none"> <li>Received as information.</li> </ul>
h.	<a href="#"><u>Support for Local Boards of Health</u></a> 2021-Nov-05	<ul style="list-style-type: none"> <li>Peterborough Public Health</li> </ul>	<ul style="list-style-type: none"> <li>Received as information.</li> </ul>
i.	<a href="#"><u>alPHA Information Break</u></a> — November 2021 2021-Nov-15	<ul style="list-style-type: none"> <li>Association of Local Public Health Agency--alPHA</li> </ul>	<ul style="list-style-type: none"> <li>Received as information.</li> </ul>
j.	<a href="#"><u>Request for Annualized IPAC Hub Funding and Increase in Provincial Base Funding for Local Public Health</u></a> 2021-Nov-16	<ul style="list-style-type: none"> <li>Algoma Public Health</li> </ul>	<ul style="list-style-type: none"> <li>Received as information.</li> </ul>
k.	<a href="#"><u>Visions Services—OHIP</u></a> 2021-Nov-18	<ul style="list-style-type: none"> <li>Haliburton, Kawartha, Pine Ridge District Health Unit</li> </ul>	<ul style="list-style-type: none"> <li>Received as information.</li> </ul>
l.	<a href="#"><u>OIC for J. M. du Manoir</u></a> 2021-Nov-18	<ul style="list-style-type: none"> <li>Christine Elliott, Deputy Premier and Minister of Health</li> </ul>	<ul style="list-style-type: none"> <li>Received as information.</li> </ul>
m.	<a href="#"><u>News Release—COVID-19 Vaccine Bookings to Open for All Children Aged 5 to 11</u></a> 2021-Nov-22	<ul style="list-style-type: none"> <li>Ontario News</li> </ul>	<ul style="list-style-type: none"> <li>Received as information.</li> </ul>
n.	<a href="#"><u>COVID-19 Vaccines and Immunization of School Pupils Act—ISPA</u></a> 2021-Nov-23	<ul style="list-style-type: none"> <li>Windsor-Essex County Health Unit</li> </ul>	<ul style="list-style-type: none"> <li>Referred to MOH(A) and SMT.</li> <li>Added to the Action List for further discussion.</li> </ul>

## 10. By-Laws

There were no by-laws.

## 11. New Business

- a. [Dr. Robert Cushman, recognized as a Community Builder of the Year 2021—](#)  
United Way of Eastern Ontario

The Chair thanked Dr. Cushman for being the voice and the face of Renfrew County and District Health Unit, and for providing stability to the community with his consistent and measured approach to the COVID-19 pandemic. We are fortunate to have someone as experienced as Dr. Cushman to lead our community through this difficult times.

### **Resolution: #8 BoH 2021-Nov-30**

Moved by J. M. du Manoir; seconded by W. Matthews; be it resolved that Board congratulate Dr. Robert Cushman on being awarded a Community Builder of the Year 2021, by the United Way of Eastern Ontario.

Carried

- b. Request for information—Ombudsman
- i. [email](#)
  - ii. [Legal opinion.](#)

The Board discussed whether they should appoint a closed meeting investigator. They referred this, and the open meeting obligation requirements to the Governance Committee, for further review at a future meeting in 2022.

## 11. Notice of Motion

There was no notice of motion.

## 12. Closed Meeting

There was no closed meeting.

## 13. Date of Next Meetings

The date of the next meetings are as follows:

- Special Meeting—Friday, December 10, 2021, at 1:00 p.m.
- Inaugural Meeting—Tuesday, January 11, 2021, at 1:00 p.m.
- Regular Board of Health Meeting—Tuesday, January 25, 2021, 10:00 a.m.
- or at the call of the Chair.

#### 14. Adjournment

##### **Resolution: #9 BoH 2021-Nov-30**

Moved by C. Watt; seconded by M. Donohue; be it resolved that the Regular Board meeting be adjourned at 12:40 p.m.

Carried

The Regular Board meeting, held by GoToMeeting, adjourned at 12:40 p.m.

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Chair

*The original meeting minutes were approved at the Special Board of Health meeting held on Friday, December 10, 2021.*