



HEALTH COMMITTEE

Wednesday, November 15, 2023

A meeting of the Health Committee was held on Wednesday, November 15, 2023, at 9:30 a.m. at the County Administration Building, Pembroke, Ontario.

Present were: Chair Michael Donohue
 Warden Peter Emon
 Vice-Chair Neil Nicholson
 Councillor Debbi Grills
 Councillor Jennifer Murphy
 Councillor Rob Weir
 Councillor Mark Willmer

City of Pembroke Reps: Councillor Patricia Lafreniere
 Councillor Troy Purcell

Regrets: Councillor Valerie Jahn

Staff Present: Craig Kelley, Chief Administrative Officer/Clerk
 Mike Blackmore, Director of Long-Term Care
 Michael Nolan, Director of Emergency Services
 Jason Davis, Director of Development and Property
 Laura LePine, Director of Community Services
 Daniel Burke, Manager, Finance
 Mathieu Grenier, Deputy Chief, Emergency Services
 Dave Libby, Deputy Chief, Emergency Services
 Curtis Farrell, Deputy Chief, Emergency Services
 Lauren Fischer, Paramedic, Emergency Services
 Gwen Dombroski, Deputy Clerk
 Tina Peplinskie, Media Relations, and Social Media Coordinator
 Rhonda Chaput, Administrative Assistant

Chair Donohue called the meeting to order at 9:30 a.m.

Chair Donohue recited the land acknowledgement, identifying that the meeting was being held on the traditional territory of the Algonquin People.

The roll was called, and no pecuniary interests were disclosed.

Executive Director of the Petawawa Centennial Family Health Centre, Ms. Judy Hill, and Medical Lead, Renfrew County Virtual Triage and Assessment Centre, Dr. Jonathan Fitzsimon provided an update regarding RC VTAC and Virtual Integrated Care.

The Petawawa Centennial Family Health Centre was congratulated for being awarded the Association of Family Health Teams of Ontario 2023 Bright Lights Award in the category of: Using a population-based approach to provide care to the community Achievement: Integrated Virtual Care.

RESOLUTION NO. H-C-23-11-125

Moved by Councillor Nicholson

Seconded by Councillor Weir

THAT the minutes of the October 11, 2023, meeting be adopted. CARRIED.

Emergency Services Report

The Director of Emergency Services overviewed the Emergency Services Department Report and Addendum, attached as Appendix A.

RESOLUTION NO. H-C-23-11-126

Moved by Councillor Grills

Seconded by Councillor Weir

THAT the Health Committee recommends to County Council that a By-law be adopted authorizing the Warden and CAO/Clerk to sign a Memorandum of Agreement with the Ministry of Health for \$421,000.00 in one-time funding for the 2023/24 funding year to support the Dedicated Offload Nurses Program. CARRIED.

RESOLUTION NO. H-C-23-11-127

Moved by Councillor Purcell

Seconded by Councillor Murphy

THAT the Health Committee recommends to County Council that a By-law be adopted authorizing the Warden and CAO/Clerk to sign a Memorandum of Agreement with the Pembroke Regional Hospital for Advanced Care Paramedics to participate in the Emergency Department to facilitate early ambulance offload transfers of patients onto hospital stretchers. CARRIED.

RESOLUTION NO. H-C-23-11-128

Moved by Councillor Purcell

Seconded by Councillor Grills

THAT the Health Committee recommends to County Council that a By-law be adopted authorizing the Warden and CAO/Clerk to sign a Memorandum of Agreement with the Renfrew County & District Health Unit to contract the Community Paramedic Program to deliver/assist with delivery of influenza and COVID-19 vaccinations for the term October 30, 2023, to December 31, 2023. CARRIED.

The warden joined the meeting at 10:26 a.m.

RESOLUTION NO. H-C-23-11-129

Moved by Councillor Lafreniere

Seconded by Councillor Weir

THAT the Emergency Services Department Report and Addendum attached as Appendix A be approved. CARRIED.

Committee recessed at 10:58 a.m. and reconvened at 11:10 a.m., with all members present except the Director of Development and Property, Deputy Chiefs Mathieu Grenier and Curtis Farrell and Paramedic Lauren Fischer.

Long-Term Care Report

The Director of Long-Term Care overviewed the Long-Term Care Report which is attached as Appendix B.

Committee directed both Directors of Emergency Services and Long-Term care to work together to gather data on Long-Term Care waitlists and report back at a future meeting of Committee.

RESOLUTION NO. H-C-23-11-130

Moved by Warden Emon

Seconded by Councillor Weir

THAT the Health Committee recommend that County Council authorize the Warden and Chief Administrative Officer/Clerk to sign a lease agreement between Miramichi Lodge and Ms. Brenda Kincaide, Foot Care Service Provider, Miramichi Lodge for the occupancy of a leased space room within Miramichi Lodge, located at 725 Pembroke Street West, Pembroke Ontario, at an annual amount of \$4,764.00 for the period of January 1, 2024, to December 31, 2024. AND FURTHER THAT a by-law be adopted at the next session of County Council. CARRIED.

RESOLUTION NO. H-C-23-11-131

Moved by Councillor Murphy

Seconded Councillor Lafreniere

THAT the Long-Term Care Department Report attached as Appendix B be approved. CARRIED.

Administration Report

The CAO/Clerk overviewed the Administration Report which is attached as Appendix C.

RESOLUTION NO. H-C-23-11-132

Moved by Councillor Weir

Seconded by Councillor Willmer

THAT the Health Committee directs staff to bring the Business Plan(s) for all relevant divisions under the purview of the Health Committee to the 2024 Budget Workshop and planning meetings, including any suggested revisions or conceptual projects or areas of concentration. CARRIED.

The Director of Emergency Services overviewed the 2024 Business Plan for Emergency Services/Paramedic Service.

The Director of Long-Term Care overviewed the 2024 Business Plan for Long-Term Care.

RESOLUTION NO. H-C-23-11-133

Moved by Councillor Purcell

Seconded by Councillor Murphy

THAT the Administration Report attached as Appendix C be approved. CARRIED.

New Business

No new business introduced at this time.

Board of Health Minutes – September 26, 2023**RESOLUTION NO. H-C-23-11-134**

Moved by Councillor Weir

Seconded by Councillor Grills

THAT the Board of Health Minutes for September 26, 2023, be noted as received. CARRIED.

Committee requested that Dr. Jason Morgenstern, Medical Officer of Health be invited to discuss the Opioid Crisis at a future meeting.

RESOLUTION NO. H-C-23-11-135

Moved by Councillor Purcell

Seconded by Councillor Grills

THAT this meeting adjourn and that the next regular meeting be held at the call of the Chair. Time: 12:30 p.m. CARRIED.

COUNTY OF RENFREW
EMERGENCY SERVICES REPORT

TO: Health Committee

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

DATE: November 15, 2023

SUBJECT: Department Report

INFORMATION

1. RCVTAC Update

In October, the Renfrew County Virtual Triage and Assessment Centre (RC VTAC) has launched the new Focused Paramedic Health Review. This service is for unattached patients, who are between the ages of 40 to 64 years old and have used RC VTAC more than three times in the last year. In the RC VTAC system, there are approximately 1,300 patients identified who qualify for this service.

A Paramedic conducts the Focused Paramedic Health Review with the patient in person, focusing on health promotion, disease prevention and health education. An RC VTAC physician may be consulted for interventions as needed.

Paramedics have started seeing patients at the Renfrew and Arnprior VTAC clinics and will be seeing patients in Pembroke in the first week of November.

Bright Light Award for Petawawa Centennial Family Health Centre

We are pleased to report that the Petawawa Centennial Family Health Centre has been awarded the Association of Family Health Teams of Ontario 2023 Bright Lights Award in the category of: Using a population-based approach to provide care to the community
Achievement: Integrated Virtual Care.

2. Minister of Colleges and Universities

Attached as Appendix ES-I is a letter from the Honourable Jill Dunlop, Minister of Colleges and Universities regarding the inclusion of rural Ontario Paramedic services into eligibility for the Ontario Learn and Stay Grant.

3. Improving Community Resilience – Emergency Management Application for funding

The Ontario government is investing \$5 million to ensure communities across the province have the resources and equipment they need to prepare for natural disasters and emergencies.

The Provincial government is now accepting applications for the new Community Emergency Preparedness Grant to help communities and organizations purchase critical supplies, equipment and deliver training and services to improve local emergency preparation and response.

The Emergency Services Department is submitting an application to the Ontario Community Emergency Preparedness Grant to improve the resilience of our communities.

The application will be to improve our readiness and response capabilities for flood and natural disaster mitigation and recovery. This application will request financial assistance to purchase a sandbag processing machine, supplies and equipment to be shared among all local municipalities and First Nations as well as funding to support the organization and training for staff and volunteers from local municipalities and First Nations.

The deadline for this application is November 30th, 2023. Further information will be provided to Health Committee as it becomes available.

4. September 2023 Treasurer’s Report

The September 2023 Treasurer’s Report for the Emergency Services Department and Paramedic Service is attached as Appendix ES-II.

RESOLUTIONS

5. Dedicated Off-Load Nurses Program

Recommendation: THAT Health Committee recommends to County Council that a By-law be adopted authorizing the Warden and CAO/Clerk to sign a Memorandum of Agreement with the Ministry of Health for \$421,000 in one-time funding for the 2023/24 funding year to support the Dedicated Offload Nurses Program.

Background

A notification of funding was received from Deputy Premier and Minister of Health, the Honourable Sylvia Jones in the amount of \$421,000 for the Dedicated Off-Load Nurses Program was brought to Committee in September. Attached as Appendix ES-III is a Memorandum of Agreement and proposed budget.

6. Offload Staffing Job Description and Memorandum of Agreement

Recommendation: THAT Health Committee recommends to County Council that a By-law be adopted authorizing the Warden and CAO/Clerk to sign a Memorandum of Agreement with the Pembroke Regional Hospital for Primary Care Paramedics to participate in the Emergency Department to facilitate early ambulance offload transfers of patients onto hospital stretchers.

Background

Attached as Appendix ES-IV is a Memorandum of Agreement between the County of Renfrew and the Pembroke Regional Hospital for Primary Care Paramedics to participate in the Emergency Department as a team-members to facilitate early ambulance offload transfers of patients onto hospital stretchers and to provide clinical care and management to increase patient flow in the Emergency Department.

7. Agreement - Influenza Vaccine Administration

Recommendation: THAT Health Committee recommends to County Council that a By-law be adopted authorizing the Warden and CAO/Clerk to sign a Memorandum of Agreement with the Renfrew & District Health Unit to contract the Community Paramedic Program to deliver/assist with delivery of influenza and COVID-19 vaccine for the term October 30, 2023, to December 21, 2023.

Background

Appendix ES-V is a Memorandum of Agreement between the County of Renfrew and the Ministry of Health for dedicated offload staffing funding. The term of this Agreement will be October 30, 2023, to December 31, 2023. A rate of \$42.27 plus 44% benefit for a Primary Care Paramedic and \$46.51 plus 44% benefit for an Advanced Care Paramedic per hour will be paid for the scheduled training and duration of services, carried out by employees by County of Renfrew Community Paramedic Services.

Ministry of Colleges and Universities

Ministère des Collèges et Universités

Office of the Minister

Bureau de la ministre

438 University Avenue, 5th floor

438, avenue University, 5e étage

Toronto ON M7A 0B8

Toronto ON M7A 0B8



November 6, 2023

Peter Emon, Warden
County of Renfrew
Warden@countyofrenfrew.on.ca

Dear Mr. Emon,

It was great meeting you and the County of Renfrew delegation at the AMO 2023 Annual Conference. Thank you for your interest in the Ontario Learn and Stay Grant, and for reaching out to us regarding recruitment support for paramedics in the province.

As Minister of Colleges and Universities, I appreciate the opportunity to respond to your request to increase the paramedic entry-to-practice credential to a baccalaureate, graduate and post-graduate education along with legislation and increased funding. I thank you for the suggestion and will take it into consideration.

With regards to the Ontario Learn and Stay Grant, the Ministry of Colleges and Universities has worked closely with the Ministry of Health to determine where the new Ontario Learn and Stay Grant will be most effective in helping to support paramedics, nurses, and other health human resources in Ontario. Evidence from across a number of health workforce indicators were used to help inform which professions and geographic regions would be best suited for the 2023-24 Ontario Learn and Stay Grant in order to best support our health system needs.

I can confirm that, currently, eligible paramedic programs are located in the North region of the province only. However, please note the Ministry of Colleges and Universities will be continuously reviewing the programs and their impact on Ontario's health workforce labour market. In the future, the ministry may include other school programs and communities as it goes through an annual program selection process based on regional needs and government priorities.

I have taken note of your feedback and will ensure it is considered when evaluating options for future program and community selections. If you have any questions regarding the Ontario Learn and Stay Program, please do not hesitate to contact the Ministry of Colleges and Universities at Information.MET@ONTARIO.CA.

I appreciate you taking the time to write. Thank you again for bringing your concerns to our attention.

Sincerely,

A handwritten signature in black ink, appearing to read "Jill Dunlop". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

The Honourable Jill Dunlop
Minister of Colleges and Universities

c. John Yakabuski, MPP, Renfrew-Nipissing-Pembroke

2023-11-08

**COUNTY OF RENFREW
TREASURER'S REPORT - GENERAL REVENUE FUND
September 2023**

1

over / (under)

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>PARAMEDIC - 911</u>	<u>6,884,033.78</u>	<u>6,966,531.00</u>	<u>(82,497.22)</u>	<u>9,958,889.00</u>
Admin - Salaries	1,557,114.35	1,592,051.00	(34,936.65)	2,069,671.00
Admin - Employee Benefits	509,292.95	438,100.00	71,192.95	569,529.00
Paramedic - Salaries	8,667,443.36	8,090,997.00	576,446.36	10,520,868.00
Paramedic - Employee Benefits	3,056,819.43	3,308,380.00	(251,560.57)	4,300,896.00
Admin Charge	144,668.25	144,666.00	2.25	192,891.00
Base Station Expenses	69,933.07	47,997.00	21,936.07	64,000.00
Capital Under Threshold	3,001.91	0.00	3,001.91	0.00
Communication & Computer Expense	285,044.42	206,253.00	78,791.42	275,000.00
Conferences & Conventions	6,712.51	4,122.00	2,590.51	5,500.00
COVID	39,017.67	0.00	39,017.67	0.00
Cross Border - Other Municipalities (Recovery)	8,733.88	0.00	8,733.88	20,000.00
Depreciation	596,611.82	900,000.00	(303,388.18)	1,200,000.00
HR Charge	193,731.03	193,734.00	(2.97)	258,308.00
Insurance	206,056.73	194,213.00	11,843.73	194,213.00
Insurance Claims Costs	3,370.77	7,497.00	(4,126.23)	10,000.00
IT Charge	37,844.28	37,845.00	(0.72)	50,459.00
Lease - Base Station - Internal	323,283.51	323,280.00	3.51	431,045.00
Lease - Base Station Lease - External	65,342.20	58,500.00	6,842.20	78,000.00
Lease - Admin Office - Internal	84,975.03	84,978.00	(2.97)	113,300.00
Leased Equipment	0.00	9,000.00	(9,000.00)	12,000.00
Legal	83,401.83	15,003.00	68,398.83	20,000.00
Medication Costs	77,411.05	93,753.00	(16,341.95)	125,000.00
Membership Fees	6,867.57	0.00	6,867.57	0.00
Office Expenses	39,554.95	37,503.00	2,051.95	50,000.00
Professional Development	48,310.32	27,000.00	21,310.32	36,000.00
Purchased Service	137,103.06	148,185.00	(11,081.94)	197,577.00
Recovery - City of Pembroke share	(1,273,019.22)	(1,273,023.00)	3.78	(1,697,359.00)
Recovery - County	(21,914.19)	(21,915.00)	0.81	(29,219.00)
Revenue - Donations	(2,000.00)	(2,250.00)	250.00	(3,000.00)
Revenue - Interest	0.00	0.00	0.00	(40,000.00)
Revenue - Other	(404,375.37)	(93,753.00)	(310,622.37)	(125,000.00)
Revenue - Provincial - One Time COVID	(124,419.32)	0.00	(124,419.32)	0.00
Revenue- Provincial Subsidy	(7,249,866.00)	(7,235,811.00)	(14,055.00)	(9,647,743.00)
Revenue- Special Project	(378,033.54)	(37,503.00)	(340,530.54)	(50,000.00)
Small Equipment & Supplies	262,606.26	292,500.00	(29,893.74)	390,000.00
Special Project	380,544.96	37,503.00	343,041.96	50,000.00
Surplus Adjustment - Capital	1,239,471.31	2,208,753.00	(969,281.69)	2,945,000.00
Surplus Adjustment - Depreciation	(596,611.82)	(900,000.00)	303,388.18	(1,200,000.00)
Surplus Adjustment - TRF from Reserves	(1,705,611.31)	(2,674,908.00)	969,296.69	(3,566,547.00)
Surplus Adjustment - TRF to Reserves	0.00	0.00	0.00	1,200,000.00
Travel	26,146.58	37,503.00	(11,356.42)	50,000.00
Uniform Allowances	4,724.53	0.00	4,724.53	0.00
Uniform, Laundry	153,082.35	112,500.00	40,582.35	150,000.00
Vehicle - recovery from other paramedic program	(228,241.20)	0.00	(228,241.20)	0.00
Vehicle Operation & Maintenance	549,903.81	553,878.00	(3,974.19)	738,500.00
<u>PARAMEDIC - OTHER</u>	<u>(0.00)</u>	<u>21,741.00</u>	<u>(21,741.00)</u>	<u>0.00</u>
Comm Paramedic - Salaries & Benefits	2,635.90	0.00	2,635.90	0.00
Comm Paramedic - Expenses	0.00	0.00	0.00	0.00
Comm Paramedic - Provincial Subsidy	(337,514.68)	(280,769.00)	(56,745.68)	(365,000.00)
LTC - Salaries & Benefits	1,697,612.48	1,165,600.00	532,012.48	1,515,276.00
LTC - Expenses	494,479.05	637,290.00	(142,810.95)	849,724.00
LTC - Provincial Subsidy	(1,823,445.56)	(1,500,003.00)	(323,442.56)	(2,000,000.00)
LTC - Surplus Adjustment - Capital	0.00	0.00	0.00	0.00
LTC Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	0.00
LTC - Surplus Adjustment - Depreciation	(33,767.19)	0.00	(33,767.19)	0.00
Vaccine - Salaries & Benefits	23,236.64	284,618.00	(261,381.36)	370,000.00
Vaccine - Expenses	0.00	15,003.00	(15,003.00)	20,000.00
Vaccine - Provincial Subsidy	(23,236.64)	(299,621.00)	276,384.36	(390,000.00)
VTAC - Salaries & Benefits	1,527,836.87	1,390,069.00	137,767.87	1,807,082.00
VTAC - Expenses	1,076,877.65	118,440.00	958,437.65	157,918.00
VTAC - Revenue	(2,632,080.42)	(1,508,886.00)	(1,123,194.42)	(1,965,000.00)
VTAC - Surplus Adjustment - Capital	37,635.83	0.00	37,635.83	0.00
VTAC - Surplus Adjustment - Depreciation	(10,269.93)	0.00	(10,269.93)	0.00
<u>EMERGENCY MANAGEMENT</u>	<u>79,716.76</u>	<u>142,152.00</u>	<u>(62,435.24)</u>	<u>179,532.00</u>
911	49,654.11	60,000.00	(10,345.89)	60,000.00
Admin Charge (Paramedic Service)	21,914.19	21,915.00	(0.81)	44,219.00
Emergency Management	14,603.49	24,750.00	(10,146.51)	33,000.00
Fire Services Charges	0.00	0.00	0.00	100,000.00
Purchased Service	0.00	35,487.00	(35,487.00)	47,313.00
Recoveries - Other	(6,455.03)	0.00	(6,455.03)	(105,000.00)

COUNTY OF RENFREW

BY-LAW NUMBER

A BY-LAW AUTHORIZING THE WARDEN AND CLERK TO APPROVE AN AGREEMENT BETWEEN THE COUNTY OF RENFREW AND THE MINISTRY OF HEALTH FOR ONE TIME FUNDING OF \$421,000 FOR THE 2023/24 FUNDING YEAR TO SUPPORT THE DEDICATED OFFLOAD NURSES PROGRAM.

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

WHEREAS the County of Renfrew deems it desirable to enter into an agreement with the Ministry of Health for \$421,000 in one-time funding for the 2023/24 funding year to support the Dedicated Offload Nurses Program to alleviate offload delays at emergency departments.

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

1. The agreement attached to and made part of this by-law shall constitute an agreement between the Corporation of the County of Renfrew and the Ministry of Health.
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.

READ a first time this 29th day of November 2023.

READ a second time this 29th day of November 2023.

READ a third time and finally passed this 29th day of November 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CAO/CLERK

THE AGREEMENT effective as of the 1st day of April, 2023.

B E T W E E N :

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO
as represented by the Minister of Health**

(the “Province”)

- and -

County of Renfrew

(the “Recipient”)

BACKGROUND:

The Province funds the Recipient to carry out the program (the “Program”) as further described in Schedule “A”.

The Recipient has applied to the Province for funds to assist the Recipient in carrying out the Program and the Province wishes to provide such funds.

CONSIDERATION:

In consideration of the mutual covenants and agreements contained herein and for other good and valuable consideration, the receipt and sufficiency of which are expressly acknowledged, the Parties agree as follows:

ARTICLE 1 INTERPRETATION AND DEFINITIONS

1.1 **Interpretation.** For the purposes of interpretation:

- (a) words in the singular include the plural and vice-versa;
- (b) words in one gender include all genders;
- (c) the background and the headings do not form part of the Agreement; they are for reference only and shall not affect the interpretation of the Agreement;
- (d) any reference to dollars or currency shall be to Canadian dollars and currency; and
- (e) “include”, “includes” and “including” shall not denote an exhaustive list.

1.2 **Definitions.** In the Agreement, the following terms shall have the following meanings:

“**Act**” means the *Ambulance Act*, as amended from time to time.

“Agreement” means this agreement entered into between the Province and the Recipient and includes all of the schedules listed in section 27.1 and any amending agreement entered into pursuant to section 33.2.

“Ambulance” has the same meaning as defined in the Act.

“Ambulance Patient Offload Services” means the services set out in Schedule A.

“Ambulance Service” has the same meaning as defined in the Act.

“BPSAA” means the *Broader Public Sector Accountability Act, 2010* (Ontario), including any directives issued pursuant to that Act.

“Budget” means the budget attached to the Agreement as Schedule “B”.

“CTAS”, the Canadian Triage Acuity Scale, means the international medical triage standard utilized by hospitals, ambulance communication services and Paramedics to identify a Patient’s level of medical care required.

“Dedicated Ambulance Patient Offload Position” means a health care provider:

- (a) eligible for Funding as described in Schedule “A”,
- (b) engaged by a hospital for the sole purpose of providing Ambulance Patient Offload Services, and
- (c) assessed by the hospital as having the necessary qualifications to provide Ambulance Patient Offload Services on behalf of the hospital.

“Director” has the same meaning as defined in the Act

“Effective Date” means the date set out at the top of the Agreement.

“Event of Default” has the meaning ascribed to it in section 14.1.

“Force Majeure” has the meaning ascribed to it in Article 25.

“Funding Year” means:

- (a) in the case of the first Funding Year, the period commencing on the Effective Date and ending on the following March 31; and
- (b) in the case of Funding Years subsequent to the first Funding Year, the period commencing on April 1 following the end of the previous Funding Year and ending on the following March 31.

“Funds” means the money the Province provides to the Recipient pursuant to the Agreement.

“Indemnified Parties” means HIS MAJESTY THE KING in right of Ontario, her ministers, agents, appointees and employees.

“Maximum One-Time Funds” means the maximum one-time funds set out in Schedule “B”.

“Notice” means any communication given or required to be given pursuant to the Agreement.

“Notice Period” means the period of time within which the Recipient is required to remedy an Event of Default, and includes any such period or periods of time by which the Province considers it reasonable to extend that time.

“Paramedic” has the same meaning as defined in the Act.

“Parties” means the Province and the Recipient.

“Party” means either the Province or the Recipient.

“Payment Plan” means the payment plan set out in Schedule “C”.

“Patient” has the same meaning as defined in Ontario Regulation 257/00 made under the Act.

“Performance Reports” means the reports set out in Schedule D.

“Program” means the undertaking described in Schedule “A”.

“Program Description” means the Program description set out in Schedule “A”.

“Reports” means the reports described in Schedule “D”.

ARTICLE 2 REPRESENTATIONS, WARRANTIES AND COVENANTS

2.1 **General.** The Recipient represents, warrants and covenants that:

- (a) it is, and shall continue to be for the term of the Agreement, a validly existing legal entity with full power to fulfill its obligations under the Agreement;
- (b) it has, and shall continue to have for the term of the Agreement, the experience and expertise necessary to carry out the Program; and
- (c) unless otherwise provided for in the Agreement, any information the Recipient provided to the Province in support of its request for funds (including information relating to any eligibility requirements) was true and complete at the time the Recipient provided it and shall continue to be true and complete for the term of the Agreement.

2.2 **Execution of Agreement.** The Recipient represents and warrants that:

- (a) it has the full power and authority to enter into the Agreement; and
 - (b) it has taken all necessary actions to authorize the execution of the Agreement.
- 2.3 **Governance.** The Recipient represents, warrants and covenants that it has, and shall maintain, in writing, for the period during which the Agreement is in effect:
- (a) a code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization;
 - (b) procedures to ensure the ongoing effective functioning of the Recipient;
 - (c) decision-making mechanisms;
 - (d) procedures to provide for the prudent and effective management of the Funds;
 - (e) procedures to enable the successful completion of the Program;
 - (f) procedures to enable the timely identification of risks to the completion of the Program and strategies to address the identified risks;
 - (g) procedures to enable the preparation and delivery of all Reports required pursuant to Article 7; and
 - (h) procedures to deal with such other matters as the Recipient considers necessary to ensure that the Recipient carries out its obligations under the Agreement.
- 2.4 **Supporting Documentation.** Upon request, the Recipient shall provide the Province with proof of the matters referred to in this Article 2.

ARTICLE 3 TERM OF THE AGREEMENT

- 3.1 **Term.** The term of the Agreement shall commence on the Effective Date and shall expire on the following March 31, unless,
- (a) the Province, in its sole discretion, extends this Agreement by Notice prior to the following March 31, or
 - (b) this Agreement is terminated earlier pursuant to Article 12, Article 13 or Article 14.
- 3.2 **Extension of Agreement.** Where the Province extends this Agreement beyond the current Funding Year, for each Funding Year this Agreement is extended the term of the extended Agreement shall commence on April 1 and shall expire on the following March 31 unless,
- (a) the Province, in its sole discretion, further extends the Agreement by Notice prior to March 31, or

- (b) the Agreement is terminated earlier pursuant to Article 12, Article 13 or Article 14.

3.3 **Any Subsequent Funding Year.** In this Agreement, provisions applying to “any subsequent Funding Year” shall apply only where the Province extends this Agreement in accordance with this Article 3.

ARTICLE 4 FUNDS AND CARRYING OUT THE PROGRAM

4.1 **Funds Provided.** The Province shall, in the Funding Year:

- (a) provide the Recipient up to the Maximum One-Time Funds for the purpose of carrying out the Program;
- (b) provide the Funds in accordance with the Payment Plan; and
- (c) deposit the Funds into an account designated by the Recipient provided that the account:
 - (i) resides at a Canadian financial institution; and
 - (ii) is in the name of the Recipient.

4.2 **Revised Schedules.** The Province may, at any time, upon consultation with the Recipient, provide a new Program Description, a new Budget, a new Payment Plan, and/or new Reports, which shall be deemed to replace the Program Description in Schedule “A”, the Budget in Schedule “B”, the Payment Plan in Schedule “C” and the Reports in Schedule “D” (collectively referred to as “**New Schedules**”), respectively, for the period of time to which they relate, provided that if the Recipient does not agree with all or any of the New Schedules the Recipient may terminate the Agreement pursuant to section 12.1.

4.3 **Limitation on Payment of Funds.** Despite section 4.1:

- (a) the Province is not obligated to provide any Funds to the Recipient until the Recipient provides the insurance certificate or other proof as provided for in section 11.2;
- (b) the Province is not obligated to provide instalments of Funds until it is satisfied with the progress of the Program;
- (c) the Province may adjust the amount of Funds it provides to the Recipient in any Funding Year based upon the Province’s assessment of the information provided by the Recipient pursuant to section 7.1; and
- (d) if, pursuant to the provisions of the *Financial Administration Act* (Ontario), the Province does not receive the necessary appropriation from the Ontario Legislature for payment under the Agreement, the Province is not obligated to

make any such payment, and, as a consequence, the Province may:

- (i) reduce the amount of the Funds and, in consultation with the Recipient, change the Program; or
- (ii) terminate the Agreement pursuant to section 13.1.

4.4 **Use of Funds and Program.** The Recipient shall:

- (a) carry out the Program:
 - (i) in accordance with the terms and conditions of the Agreement; and
 - (ii) in compliance with all federal and provincial laws and regulations, all municipal by-laws, and any other orders, rules and by-laws related to any aspect of the Program;
- (b) use the Funds only for the purpose of carrying out the Program; and
- (c) spend the Funds only in accordance with the Budget.

4.5 **No Changes.** The Recipient shall not make any changes to the Program, the Timelines and/or the Budget without the prior written consent of the Province.

4.6 **Interest Bearing Account.** If the Province provides Funds to the Recipient prior to the Recipient's immediate need for the Funds, the Recipient shall place the Funds in an interest bearing account in the name of the Recipient at a Canadian financial institution.

4.7 **Interest.** If the Recipient earns any interest on the Funds:

- (a) the Province may deduct an amount equal to the interest from any further instalments of Funds; or
- (b) the Recipient shall pay an amount equal to the interest to the Province as directed by the Province.

4.8 **Rebates, Credits and Refunds.** The Recipient acknowledges that the amount of Funds available to it pursuant to the Agreement is based on the actual costs to the Recipient, less any costs (including taxes) for which the Recipient has received, will receive, or is eligible to receive, a rebate, credit or refund.

4.9 **Funds Prorated.** The Province shall prorate the Funds to reflect the proportion of the Funding Year to which the Funds apply and during which the Agreement is in effect.

4.10 **Funding Not Cumulative.** All Funds described in the Budget shall only be provided for the stated Funding Year.

4.11 **Province Not Liable.** The Province shall not be liable for any termination, severance or similar costs related to Dedicated Ambulance Patient Offload Positions at any time during, or after the expiry of, the Agreement.

ARTICLE 5
ACQUISITION OF GOODS AND SERVICES, AND DISPOSAL OF ASSETS

- 5.1 **Acquisition.** Subject to section 31.1, if the Recipient acquires supplies, equipment or services with the Funds, it shall do so through a process that promotes the best value for money.
- 5.2 **Disposal.** The Recipient shall not, without the Province's prior written consent, sell, lease or otherwise dispose of any asset purchased with the Funds or for which Funds were provided, the cost of which exceeded \$5000.00 at the time of purchase.

ARTICLE 6
CONFLICT OF INTEREST

- 6.1 **No Conflict of Interest.** The Recipient shall carry out the Program and use the Funds without an actual, potential or perceived conflict of interest.
- 6.2 **Conflict of Interest Includes.** For the purposes of this Article, a conflict of interest includes any circumstances where:
- (a) the Recipient; or
 - (b) any person who has the capacity to influence the Recipient's decisions, has outside commitments, relationships or financial interests that could, or could be seen to, interfere with the Recipient's objective, unbiased and impartial judgment relating to the Program and the use of the Funds.
- 6.3 **Disclosure to Province.** The Recipient shall:
- (a) disclose to the Province, without delay, any situation that a reasonable person would interpret as either an actual, potential or perceived conflict of interest; and
 - (b) comply with any terms and/or conditions that the Province may prescribe as a result of the disclosure.

ARTICLE 7
REPORTING, ACCOUNTING AND REVIEW

- 7.1 **Preparation and Submission.** The Recipient shall:
- (a) submit to the Province at the address provided in section 17.1, all Reports in accordance with the timelines and content requirements set out in Schedule "D", or in a form as specified by the Province from time to time;
 - (b) submit to the Province at the address provided in section 17.1, any other reports as may be requested by the Province in accordance with the timelines and content requirements specified by the Province;

- (c) ensure that all Reports and other reports are completed to the satisfaction of the Province; and
- (d) ensure that all Reports and other reports are signed on behalf of the Recipient by an authorized signing officer.

7.2 **Record Maintenance.** The Recipient shall keep and maintain:

- (a) all financial records (including invoices) relating to the Funds or otherwise to the Program in a manner consistent with Canadian generally accepted accounting principles; and
- (b) all non-financial documents and records relating to the Funds or otherwise to the Program.

7.3 **Inspection.** The Province, its authorized representatives and/or an independent auditor identified by the Province may, at its own expense, upon 24 hours Notice to the Recipient and during normal business hours, enter upon the Recipient's premises to review the progress of the Program and the Recipient's expenditure of the Funds and, for these purposes, the Province, its authorized representatives and/or an independent auditor identified by the Province may:

- (a) inspect and copy the records and documents referred to in section 7.2; and
- (b) conduct an audit or investigation of the Recipient in respect of the expenditure of the Funds and/or the Program.

7.4 **Disclosure.** To assist in respect of the rights set out in section 7.3, the Recipient shall disclose any information requested by the Province, its authorized representatives or an independent auditor identified by the Province, and shall do so in a form requested by the Province, its authorized representatives or an independent auditor identified by the Province, as the case may be.

7.5 **No Control of Records.** No provision of the Agreement shall be construed so as to give the Province any control whatsoever over the Recipient's records.

7.6 **Auditor General.** For greater certainty, the Province's rights under this Article are in addition to any rights provided to the Auditor General pursuant to section 9.1 of the *Auditor General Act* (Ontario).

ARTICLE 8 CREDIT

8.1 **Acknowledge Support.** Unless otherwise directed by the Province, the Recipient shall, in a form approved by the Province, acknowledge the support of the Province in any publication of any kind, written or oral, relating to the Program.

8.2 **Publication.** The Recipient shall indicate, in any of its publications, of any kind, written or oral, relating to the Program, that the views expressed in the publication are the views of the Recipient and do not necessarily reflect those of the Province.

**ARTICLE 9
FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY**

- 9.1 **FIPPA.** The Recipient acknowledges that the Province is bound by the *Freedom of Information and Protection of Privacy Act* (Ontario) and that any information provided to the Province in connection with the Program or otherwise in connection with the Agreement may be subject to disclosure in accordance with that Act.

**ARTICLE 10
INDEMNITY**

- 10.1 **Indemnification.** The Recipient hereby agrees to indemnify and hold harmless the Indemnified Parties from and against any and all liability, loss, costs, damages and expenses (including legal, expert and consultant fees), causes of action, actions, claims, demands, lawsuits or other proceedings, by whomever made, sustained, incurred, brought or prosecuted, in any way arising out of or in connection with the Program or otherwise in connection with the Agreement, unless solely caused by the negligence or wilful misconduct of the Province.

**ARTICLE 11
INSURANCE**

- 11.1 **Recipient's Insurance.** The Recipient represents and warrants that it has, and shall maintain for the term of the Agreement, at its own cost and expense, with insurers having a secure A.M. Best rating of B+ or greater, or the equivalent, all the necessary and appropriate insurance that a prudent person carrying out a program similar to the Program would maintain, including commercial general liability insurance on an occurrence basis for third party bodily injury, personal injury and property damage, to an inclusive limit of not less than five million dollars (\$5,000,000) per occurrence. The policy shall include the following:
- (a) the Indemnified Parties as additional insureds with respect to liability arising in the course of performance of the Recipient's obligations under, or otherwise in connection with, the Agreement;
 - (b) a cross-liability clause;
 - (c) contractual liability coverage; and
 - (d) a 30-day written notice of cancellation, termination or material change.
- 11.2 **Proof of Insurance.** The Recipient shall provide the Province with certificates of insurance, or other proof as may be requested by the Province, that confirms the insurance coverage as provided for in section 11.1. Upon the request of the Province, the Recipient shall make available to the Province a copy of each insurance policy.

**ARTICLE 12
TERMINATION ON NOTICE**

- 12.1 **Termination on Notice.** The Province or the Recipient may terminate the Agreement at any time upon giving at least 30 days Notice to the other Party.
- 12.2 **Consequences of Termination on Notice.** If either the Province or the Recipient terminates the Agreement pursuant to section 12.1, the Province may:
- (a) cancel all further instalments of Funds;
 - (b) demand the repayment of any Funds remaining in the possession or under the control of the Recipient; and/or
 - (c) determine the reasonable costs for the Recipient to wind down the Program, and:
 - (i) permit the Recipient to offset the costs determined pursuant to section 12.2(c), against the amount owing pursuant to section 12.2(b); and/or
 - (ii) subject to the availability of Maximum One-Time Funds, provide Funds to the Recipient to cover the costs determined pursuant to section 12.2(c).

**ARTICLE 13
TERMINATION WHERE NO APPROPRIATION**

- 13.1 **Termination Where No Appropriation.** If, as provided for in section 4.3(d), the Province does not receive the necessary appropriation from the Ontario Legislature for any payment the Province is to make pursuant to the Agreement, the Province may terminate the Agreement immediately by giving Notice to the Recipient.
- 13.2 **Consequences of Termination Where No Appropriation.** If the Province terminates the Agreement pursuant to section 13.1, the Province may:
- (a) cancel all further instalments of Funds;
 - (b) demand the repayment of any Funds remaining in the possession or under the control of the Recipient; and/or
 - (c) determine the reasonable costs for the Recipient to wind down the Program and permit the Recipient to offset such costs against the amount owing pursuant to section 13.2(b).
- 13.3 **No Additional Funds.** For purposes of clarity, if the costs determined pursuant to section 13.2(c) exceed the Funds remaining in the possession or under the control of the Recipient, the Province shall not provide additional Funds to the Recipient.

ARTICLE 14
EVENT OF DEFAULT, CORRECTIVE ACTION AND TERMINATION FOR DEFAULT

14.1 **Events of Default.** Each of the following events shall constitute an Event of Default:

- (a) in the opinion of the Province, the Recipient breaches any representation, warranty, covenant or other material term of the Agreement, including failing to do any of the following in accordance with the terms and conditions of the Agreement:
 - (i) carry out the Program;
 - (ii) use or spend Funds; and/or
 - (iii) provide, in accordance with section 7.1, Reports or such other reports as may have been requested pursuant to section 7.1(b);
- (b) the Recipient's operations, or its organizational structure, changes such that it no longer meets one or more of the applicable eligibility requirements of the program under which the Province provides the Funds;
- (c) the Recipient makes an assignment, proposal, compromise, or arrangement for the benefit of creditors, or is petitioned into bankruptcy, or files for the appointment of a receiver;
- (d) the Recipient ceases to operate; and
- (e) an event of Force Majeure that continues for a period of 60 days or more.

14.2 **Consequences of Events of Default and Corrective Action.** If an Event of Default occurs, the Province may, at any time, take one or more of the following actions:

- (a) initiate any action the Province considers necessary in order to facilitate the successful continuation or completion of the Program;
- (b) provide the Recipient with an opportunity to remedy the Event of Default;
- (c) suspend the payment of Funds for such period as the Province determines appropriate;
- (d) reduce the amount of the Funds;
- (e) cancel all further instalments of Funds;
- (f) demand the repayment of any Funds remaining in the possession or under the control of the Recipient;
- (g) demand the repayment of an amount equal to any Funds the Recipient used, but did not use in accordance with the Agreement;
- (h) demand the repayment of an amount equal to any Funds the Province provided

to the Recipient; and/or

- (i) terminate the Agreement at any time, including immediately, upon giving Notice to the Recipient.

14.3 **Opportunity to Remedy.** If, in accordance with section 14.2(b), the Province provides the Recipient with an opportunity to remedy the Event of Default, the Province shall provide Notice to the Recipient of:

- (a) the particulars of the Event of Default; and
- (b) the Notice Period.

14.4 **Recipient not Remediating.** If the Province has provided the Recipient with an opportunity to remedy the Event of Default pursuant to section 14.2(b), and:

- (a) the Recipient does not remedy the Event of Default within the Notice Period;
- (b) it becomes apparent to the Province that the Recipient cannot completely remedy the Event of Default within the Notice Period; or
- (c) the Recipient is not proceeding to remedy the Event of Default in a way that is satisfactory to the Province,

the Province may extend the Notice Period, or initiate any one or more of the actions provided for in sections 14.2(a), (c), (d), (e), (f), (g), (h) and (i).

14.5 **When Termination Effective.** Termination under this Article shall take effect as set out in the Notice.

ARTICLE 15 FUNDS AT THE END OF A FUNDING YEAR

15.1 **Funds at the End of a Funding Year.** Without limiting any rights of the Province under Article 14, if the Recipient has not spent all of the Funds allocated for the Funding Year as provided for in the Budget, the Province may:

- (a) demand the return of the unspent Funds; or
- (b) adjust the amount of any further instalments of Funds accordingly.

ARTICLE 16 REPAYMENT

16.1 **Debt Due.** If:

- (a) the Province demands the payment of any Funds or any other money from the Recipient; or

- (b) the Recipient owes any Funds or any other money to the Province, whether or not their return or repayment has been demanded by the Province,

such Funds or other money shall be deemed to be a debt due and owing to the Province by the Recipient, and the Recipient shall pay or return the amount to the Province immediately, unless the Province directs otherwise.

- 16.2 **Interest Rate.** The Province may charge the Recipient interest on any money owing by the Recipient at the then current interest rate charged by the Province of Ontario on accounts receivable.
- 16.3 **Payment of Money to Province.** The Recipient shall pay any money owing to the Province by cheque payable to the “Ontario Minister of Finance” and mail it to the Province at the address provided in section 17.1.

ARTICLE 17 NOTICE

- 17.1 **Notice in Writing and Addressed.** Notice shall be in writing and shall be delivered by email, postage-prepaid mail, personal delivery or fax, and shall be addressed to the Province and the Recipient respectively as set out below, or as either Party later designates to the other by Notice:

To the Province:

Ministry of Health, Emergency Health
Services Division
5700 Yonge Street, 6th Floor
Toronto, ON M2M 4K5

Attention: Susan Picarello,
Assistant Deputy Minister

Email: susan.picarello@ontario.ca

To the Recipient:

County of Renfrew
9 International Drive
Pembroke, ON K8A 6W5

Attention: Craig Kelley,
CAO

Email: ckelley@countyofrenfrew.on.ca

- 17.2 **Notice Given.** Notice shall be deemed to have been received:
- (a) in the case of postage-prepaid mail, seven days after a Party mails the Notice;
or
- (b) in the case of email, personal delivery or fax, at the time the other Party receives the Notice.
- 17.3 **Postal Disruption.** Despite section 17.2(a), in the event of a postal disruption:
- (a) Notice by postage-prepaid mail shall not be deemed to be received; and
- (b) the Party giving Notice shall provide Notice by email, personal delivery or by fax.

**ARTICLE 18
CONSENT BY PROVINCE**

- 18.1 **Consent.** The Province may impose any terms and/or conditions on any consent the Province may grant pursuant to the Agreement.

**ARTICLE 19
SEVERABILITY OF PROVISIONS**

- 19.1 **Invalidity or Unenforceability of Any Provision.** The invalidity or unenforceability of any provision of the Agreement shall not affect the validity or enforceability of any other provision of the Agreement. Any invalid or unenforceable provision shall be deemed to be severed.

**ARTICLE 20
WAIVER**

- 20.1 **Waivers in Writing.** If a Party fails to comply with any term of the Agreement, that Party may only rely on a waiver of the other Party if the other Party has provided a written waiver in accordance with the Notice provisions in Article 17. Any waiver must refer to a specific failure to comply and shall not have the effect of waiving any subsequent failures to comply.

**ARTICLE 21
INDEPENDENT PARTIES**

- 21.1 **Parties Independent.** The Recipient acknowledges that it is not an agent, joint venturer, partner or employee of the Province, and the Recipient shall not take any actions that could establish or imply such a relationship.

**ARTICLE 22
ASSIGNMENT OF AGREEMENT OR FUNDS**

- 22.1 **No Assignment.** The Recipient shall not assign any part of the Agreement or the Funds without the prior written consent of the Province.
- 22.2 **Agreement to Extend.** All rights and obligations contained in the Agreement shall extend to and be binding on the Parties' respective heirs, executors, administrators, successors and permitted assigns.

**ARTICLE 23
GOVERNING LAW**

- 23.1 **Governing Law.** The Agreement and the rights, obligations and relations of the Parties shall be governed by and construed in accordance with the laws of the Province

of Ontario and the applicable federal laws of Canada. Any actions or proceedings arising in connection with the Agreement shall be conducted in Ontario.

ARTICLE 24 FURTHER ASSURANCES

24.1 **Agreement into Effect.** The Recipient shall do or cause to be done all acts or things necessary to implement and carry into effect the terms and conditions of the Agreement to their full extent.

ARTICLE 25 CIRCUMSTANCES BEYOND THE CONTROL OF EITHER PARTY

25.1 **Force Majeure Means.** Subject to section 25.3, Force Majeure means an event that:

- (a) is beyond the reasonable control of a Party; and
- (b) makes a Party's performance of its obligations under the Agreement impossible, or so impracticable as reasonably to be considered impossible in the circumstances.

25.2 **Force Majeure Includes.** Force Majeure includes:

- (a) war, riots and civil disorder;
- (b) storm, flood, earthquake and other severely adverse weather conditions;
- (c) lawful act by a public authority; and
- (d) strikes, lockouts and other labour actions,

if such events meet the test set out in section 25.1.

25.3 **Force Majeure Shall Not Include.** Force Majeure shall not include:

- (a) any event that is caused by the negligence or intentional action of a Party or such Party's agents or employees; or
- (b) any event that a diligent Party could reasonably have been expected to:
 - (i) take into account at the time of the execution of the Agreement; and
 - (ii) avoid or overcome in the carrying out of its obligations under the Agreement.

25.4 **Failure to Fulfil Obligations.** Subject to section 14.1(e), the failure of either Party to fulfil any of its obligations under the Agreement shall not be considered to be a breach of, or Event of Default under, the Agreement to the extent that such failure to fulfill the obligation arose from an event of Force Majeure, if the Party affected by such an event

has taken all reasonable precautions, due care and reasonable alternative measures, all with the objective of carrying out the terms and conditions of the Agreement.

ARTICLE 26 SURVIVAL

- 26.1 **Survival After Termination.** The provisions in Article 1, any other applicable definitions, sections 4.7(b), 5.2, 7.1 (to the extent that the Recipient has not provided the Reports or other reports as may be requested by the Province to the satisfaction of the Province), 7.2, 7.3, 7.4, 7.5, 7.6, Articles 8 and 10, sections 12.2, 13.2, 13.3, 14.1, 14.2(d), (e), (f), (g) and (h), Articles 16, 17, 19, 23, 26, 27, 29, 30, and 33 and all applicable cross-referenced provisions and schedules shall continue in full force and effect for a period of seven years from the date of termination of the Agreement.
- 26.2 **Survival After Creation.** Section 7.2 and all applicable cross-referenced provisions and schedules shall continue in full force and effect for a period of seven years from the date on which the document or record referred to in section 7.2 was created.
- 26.3 **Conflict.** In the event of a conflict between the operation of section 26.1 and section 26.2, the most stringent interpretation shall prevail.

ARTICLE 27 SCHEDULES

- 27.1 **Schedules.** The Agreement includes the following schedules:
- (a) Schedule "A" - Program Description;
 - (b) Schedule "B" - Funds and Budget;
 - (c) Schedule "C" - Payment Plan; and
 - (d) Schedule "D" – Reports

ARTICLE 28 COUNTERPARTS

- 28.1 **Counterparts.** The Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

ARTICLE 29 JOINT AND SEVERAL LIABILITY

- 29.1 **Joint and Several Liability.** Where the Recipient is comprised of more than one entity, all such entities shall be jointly and severally liable to the Province for the fulfillment of the obligations of the Recipient under the Agreement.

**ARTICLE 30
RIGHTS AND REMEDIES CUMULATIVE**

- 30.1 **Rights and Remedies Cumulative.** The rights and remedies of the Province under the Agreement are cumulative and are in addition to, and not in substitution for, any of its rights and remedies provided by law or in equity.

**ARTICLE 31
BPSAA**

- 31.1 **BPSAA.** For the purposes of clarity, if the Recipient is subject to the BPSAA and there is a conflict between any of the requirements of the Agreement and the requirements of the BPSAA, the BPSAA shall prevail.

**ARTICLE 32
FAILURE TO COMPLY WITH OTHER AGREEMENTS**

- 32.1 **Other Agreements.** If the Recipient:
- (a) has failed to comply (a “**Failure**”) with any term, condition or obligation under any other agreement with HIS MAJESTY THE KING in right of Ontario or a Crown agency;
 - (b) has been provided with notice of such Failure in accordance with the requirements of such other agreement;
 - (c) has, if applicable, failed to rectify such Failure in accordance with the requirements of such other agreement; and
 - (d) such Failure is continuing,

the Province may suspend the payment of Funds for such period as the Province determines appropriate.

**ARTICLE 33
ENTIRE AGREEMENT**

- 33.1 **Entire Agreement.** The Agreement constitutes the entire agreement between the Parties with respect to the subject matter contained in the Agreement and supersedes all prior oral or written representations and agreements.
- 33.2 **Modification of Agreement.** The Agreement may only be amended by a written agreement duly executed by the Parties.

The Parties have executed the Agreement on the dates set out below.

**HIS MAJESTY THE KING IN RIGHT OF ONTARIO
as represented by the Minister of Health**



November 29, 2023

Date

Name: Susan Picarello
Title: Assistant Deputy Minister, Emergency
Health Services Division

County of Renfrew

November 29, 2023

Date

Name: Peter Emon
Title: Warden

November 29, 2023

Date

Name: Craig Kelley
Title: CAO

I have authority to bind the Recipient.

SCHEDULE “A” PROGRAM DESCRIPTION

A1. BACKGROUND

The Recipient is responsible for ensuring the proper provision of Ambulance Services in their area. In conjunction with the provision of these services, it has agreed to carry out the Program. The Program will provide immediate relief with respect to persistent Ambulance offload pressures at specific hospital Emergency Departments (“EDs”) to reduce the number of ambulances experiencing offload delays and to return as many ambulances as quickly as possible back into the community.

A2. SCOPE OF PROGRAM

1. Program

The Recipient will:

- a) Identify one or more hospitals in the area within its municipal boundaries that, in the opinion of the Recipient, is experiencing persistent Ambulance offload pressures in its EDs and submit the applicable reports listed in Schedule “D” to seek funding for Dedicated Ambulance Patient Offload Position(s) within the identified hospitals.
- b) If approved for Funding by the Province, enter into an agreement with identified hospital(s) to provide funding for Dedicated Ambulance Patient Offload Position(s) at the ED of the hospital; such agreements must be consistent with the terms and conditions of this Agreement and any approvals provided by the Province and, at minimum, impose the following obligations on the hospital:
 - i. The hospital will engage the services of a health care provider who meets the definition of “Dedicated Ambulance Patient Offload Position” (as set out in the main body of this Agreement) to provide Ambulance Patient Offload Services (as described further below in this Schedule) in the ED of the hospital,
 - ii. The hospital will ensure that the responsibilities of the health care provider engaged in a Dedicated Ambulance Patient Offload Position are dedicated solely to receiving Patients who arrive at the ED of the hospital by Ambulance, and
 - iii. The hospital will provide the Recipient with the information needed for the Recipient to fulfill its reporting obligations to the Province (as described in Schedule “D”), including the number of hours of direct Patient care provided by the health care worker in the Dedicated Ambulance Patient Offload Position.

2. Categories of Health Care Providers Eligible for Funding

Funding will be provided only in respect of a Dedicated Ambulance Patient Offload Position staffed by one of the following:

- a) a registered nurse (R.N.), registered nurse in the extended class (R.N. (E.C.)), or registered practical nurse (R.P.N.) registered by the College of Nurses of Ontario,

- b) a physician assistant,
- c) a respiratory therapist registered by the College of Respiratory Therapists of Ontario,
- d) a person certified as a paramedic or
- e) a person who has completed an Ontario paramedic training program or has been deemed equivalent by the Director, received the Advanced Emergency Medical Care Assistant (AEMCA) certificate, receives delegation from an emergency department physician to perform tasks and procedures under a medical directive.

3. Ambulance Patient Offload Services

For the purposes of this Agreement and any agreement between the Recipient and a hospital:

- a) Ambulance Patient Offload Services are provided in the ED of a hospital by a health care provider who meets the definition of “Dedicated Ambulance Patient Offload Position”.
- b) Ambulance Patient Offload Services are:
 - i. receiving Patients arriving by Ambulance under the care of Paramedics;
 - ii. receiving a verbal report about the Patient from the Paramedics transferring care of the Patient from the Ambulance to the ED of the hospital, as well as receiving any other information, data, medications, records of medication, identifying information, medical records and belongings of the Patient that the Paramedics may provide; and
 - iii. assessing the treatment needs of the Patient and accepting responsibility, on behalf of the hospital, for the care of the Patient so that the Patient is no longer dependent on Paramedic or Ambulance service resources (excluding equipment that is being left with the Patient).
- c) The Dedicated Ambulance Patient Offload Position shall not deliver, and the hospital shall not cause or require the Dedicated Ambulance Patient Offload Position to deliver, any other services except Ambulance Patient Offload Services.

4. Hospital Agreements

Any agreement between the Recipient and a hospital shall ensure that the hospital maintains baseline staffing levels, and that the hospital will create additional hours of Ambulance Patient Offload Services (including any applicable Full-Time Equivalents [FTEs]) that are above baseline staffing levels. Only salaries and benefits for the Dedicated Ambulance Patient Offload Position(s) will be covered through this Funding.

**SCHEDULE "B"
FUNDS AND BUDGET**

FUNDING

Funding Type	Amount	Funding Period
Maximum One-Time Funds	\$421,000	2023-24 Funding Year

BUDGET

Maximum One-Time		
Program (project or /activity name)	Dollars	Funding Year
Dedicated Ambulance Patient Offload Position	\$421,000	2023-24
Total	\$421,000	

SCHEDULE "C"
PAYMENT PLAN

The Province shall provide the Funds in instalments as it determines.

SCHEDULE “D” REPORTS

The Recipient shall submit the following Reports using a reporting system and containing the details set out below, as well as other details as directed by the Province. The Recipient will submit Reports using templates provided by the Province. Appendix 1 to Schedule “D” provides an example of the Project Proposal template.

The Reports must be signed on behalf of the Recipient by such number of signing officers as the Province may require.

Name of Report	Reporting Period	Due Date
1. Project Proposal	All applicable Funding Years in the fiscal year prior to the requested Funding Year	By December 31 or on request by the Province
2. Revised Budget Report	All applicable Funding Years	Within 21 days of receiving the terms and conditions from the Province governing this funding
3. Mid-Year Report (Performance & Financial) in every Funding Year	For the first six months of the Funding Year	By October 31 or on request by the Province
4. Year-End Report (Performance & Financial) in every funding year	For the entire Funding Year	By June 30 of the following Funding Year

Report Details

1. Project Proposal

The Project Proposal is the first step for the Recipient to initiate a funding request from the Province and join the Program. It allows the Recipient to determine the number of local hospitals in the region that may require Ambulance Patient Offload Services funding. The Project Proposal also reports on several performance measures, which enable the Province to identify number of hours of increased ambulance availability and return on Funds.

2. Revised Budget Report

The Revised Budget is the second step for the Recipient to secure one-time funding under the Program. The Revised Budget allows the Recipient to report on how their funding allocation will be used to reduce offload delays. It allows the Province to assess value for money, increased ambulance availability, return on Funds, and make improvements associated with the Program.

3. Mid-Year Performance and Financial Reports

The Mid-Year Reports allows the Recipient to show whether and how they completed the Program within the first six months of the current funding year.

- a. The Recipient shall provide reports of ambulance offload delay by each hospital with which the Recipient has entered into an agreement, after the actual commencement of the provision of Ambulance Patient Offload Services at the hospital under such agreement.
- b. Report using the template attached as Appendix 1 to Schedule "D".

4. Year-End Performance and Financial Reports

The Year-End Report allows the Recipient to show whether and how they completed the Program, including details requested by the Province.



Dedicated Offload Nurses Program FY2023/24

Reporting Period: 04/01/2023 to 03/31/2024

Saved: 11/09/2023 15:07

Expand

Validate

Instructions	A - Organization Information	B - Organization Address Information
C - Application Contact Information	D - Revised Budget	E - Budget Summary
F - Declaration and Signing		

D - Revised Budget

The Total Hrs Offload Position Works is calculated by: (End Time - Start Time) x No. of Offload Positions x No. of Days in the Year Offload Position works. To adjust this amount, update the values included in the formula until you achieve the desired Required Funding amount.

The Required Funding for the current funding year is calculated by: Est. Hrs Offload Position is Paid (CFY) x Est. Hrly Offload Pay Rate (CFY). To adjust this amount, update the values included in the formula until you achieve the desired Required Funding amount.

Total Approved Ministry Funding **\$421,000.00**

Showing: 2 - Renfrew Victoria Hospital	<<	<	>	>>	Add	Remove
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AMBULANCE OFFLOAD TIME AND PATIENT VOLUME

Hospital Site *

Renfrew Victoria Hospital

Avg. AOT (1st 6 mos of LFY) (enter in min & sec as 90.30) *	90th Percentile AOT (1st 6 mos of LFY) (enter in min & sec as 90.30) *	Total Act. offload delay (1st 6 mos of LFY) (hrs) *	Est. Avg. AOT (CFY) (enter in min & sec as 90.30) *	Est. 90th percentile AOT (CFY) (enter in min & sec as 90.30) *	Est. No. of ambulance patients transported (CFY) *
47.60	73.30	120	52.60	80.00	2,224

COVERAGE PER POSITION TYPE

Add

Remove

Offload Position *

Paramedic

Offload Time Window (Start Time) (9:30 am = 9.5 & 1:30 pm = 13.5) *	Offload Time Window (End Time) (9:30 am = 9.5 & 1:30 pm = 13.5) *	No. of Offload Positions/ Time Window *	No. of Days in the Year Offload Position works *	Total Hrs Worked
9.00	21.00	1	183	2,196.00
Offload Time Window (Start Time) (9:30 am = 9.5 & 1:30 pm = 13.5)	Offload Time Window (End Time) (9:30 am = 9.5 & 1:30 pm = 13.5)	No. of Offload Positions/ Time Window	No. of Days in the Year Offload Position works	Total Hrs Worked
Offload Time Window (Start Time) (9:30 am = 9.5 & 1:30 pm = 13.5)	Offload Time Window (End Time) (9:30 am = 9.5 & 1:30 pm = 13.5)	No. of Offload Positions/ Time Window	No. of Days in the Year Offload Position works	Total Hrs Worked

Total Hrs Worked per Offload Position

2,196.00

Comments on Offload Window

FUNDING PER OFFLOAD POSITION TYPE

Hrs Offload Position is Paid (CFY) (e.g. Total Hrs Worked per Offload Position - unpaid hours) *	Hrly Offload Position Pay Rate (CFY) *	Required Funding for Offload Position (CFY)	Other Funding (Municipal/Hospital) *	Ministry Funding for Offload Position (CFY)	Est. ambulance hrs saved (CFY) *
2,196.00	\$96.00	\$210,816.00		\$210,816.00	3,060.00

Notes/explanations

Position pay rate includes benefit rates and training costs.
 Additional scheduling supports, budget management, staff supervision support.
 Municipality will provide uniforms and equipment required.

COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW AUTHORIZING THE WARDEN AND CLERK TO APPROVE AN AGREEMENT BETWEEN THE COUNTY OF RENFREW AND THE PEMBROKE REGIONAL HOSPITAL FOR PRIMARY CARE PARAMEDICS TO PARTICIPATE IN THE EMERGENCY DEPARTMENT.
A PARTNERSHIP TO INCLUDE PARAMEDICS IN THE EMERGENCY DEPARTMENT.**

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

WHEREAS the County of Renfrew deems it desirable to enter into an agreement with the Pembroke Regional Hospital for participation of Primary Care Paramedics in the Emergency Department to facilitate early ambulance offload transfers of patients onto hospital stretchers.

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

1. The agreement attached to and made part of this by-law shall constitute an agreement between the Corporation of the County of Renfrew and the Pembroke Regional Hospital.
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.

READ a first time this 29th day of November 2023.

READ a second time this 29th day of November 2023.

READ a third time and finally passed this 29th day of November 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CAO/CLERK

ADVANCED AND PRIMARY CARE PARAMEDIC DEDICATED OFFLOAD

PROGRAM SERVICES 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-

PEMBROKE REGIONAL HOSPITAL, a public Hospital incorporated under the Canada Not-for-Profit Corporations Act,

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

WHEREAS the Service Provider operates in the County of Renfrew in the Province of Ontario; **AND WHEREAS** the PRH operates a public Hospital in the City of Pembroke in the Province of Ontario;

AND WHEREAS the PRH wishes to retain the Service Provider to provide contracted Advance and 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 Advanced Care Paramedics (ACP) and Primary care paramedic (PCP) to deliver services in the Emergency Department of the PRH, in accordance with the terms and conditions contained in this agreement.
- 1.2 Under this service delivery model, the ACP and PCP shall not be considered an employee of PRH for any purpose. The paramedic 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 paramedic's based on a schedule which has been agreed upon by both the Service Provider and the PRH. Hours and services are subject to modification upon mutual written consent by the PRH and the Service Provider.

- 1.4 All Paramedic hours are to be provided on-site at the PRH (Emergency Department), on an established schedule as coordinated with the Paramedic's Deputy Chief of Clinical Services and PRH Management. Deviations from the established schedule, based on the operational or patient/resident care needs of the Service Provider or PRH, 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 normal qualifications of the position are as follows:
 - a) Successful completion of PRH Internal Orientation Training
 - b) Positive historical working relationship with the PRH;
 - c) Clear HR File, no disciplines;
 - d) High level of computer literacy;
 - e) Exceptional communication skills;
 - f) Exceptional interpersonal skills;
 - g) High level of multitasking abilities;
- 1.6 The paramedic, through the Service Provider, shall provide proof of their license at the beginning of the contract, and annually thereafter to the PRH.
- 1.7 The paramedic shall maintain strict confidentiality regarding the individual care of patients and residents, abiding by PRH confidentiality policies. The PRH 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 – TERM AND TERMINATION

- 2.1 Notwithstanding Section 3.1 above and subject to Section 3.3 below, either party may terminate this agreement at any time upon 7 days prior written notice to the other party (the "Termination Notice").
- 2.2 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 PRH.
- 2.3 If either party terminates this agreement prior to the expiry of its term, any operational or personal information related to the PRH's patients or residents in possession of the paramedic it shall be returned to the PRH.

ARTICLE 3 – INSURANCE

- 3.1 The Service Provider and PRH 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 10 million dollars per occurrence with no applicable annual aggregate;
 - b) professional liability/medical malpractice insurance for a limit of not less than 10 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.
- 3.2 Proof of liability insurance shall be provided at the beginning of the contract and annually thereafter.

3.3 The PRH 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 PRH to the Service Provider upon request.

ARTICLE 4 - INDEMNITY

4.1 The PRH 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 PRH 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 PRH set forth in this agreement, including, but not limited to any damages of resulting from the Advanced Care Paramedic Services provided to the PRH in accordance with the terms of this agreement.

4.2 The Service Provider covenants and agrees to indemnify and forever save the PRH 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 his own client basis and court costs) which the PRH 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 the Service Provider 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 Service Provider set forth in this agreement.

ARTICLE 5 - GENERAL CONTRACT PROVISIONS

5.1 Nothing in this agreement shall constitute or be construed to create a partnership, joint venture or employment relationship as between the PRH and the Service Provider.

5.2 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 PRH at:

Pembroke Regional Hospital
705 MacKay Street
Pembroke ON, K8A 1G8

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.

- 5.3 This agreement constitutes the entire agreement between the parties with respect to all of the matters herein and shall not be amended, altered or qualified except by a memorandum in writing signed by both the parties hereto.
- 5.4 This agreement shall be construed in accordance with the laws of the Province of Ontario.
- 5.5 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
day of _____, 2023.

SIGNED, SEALED AND DELIVERED

In the presence of:

PEMBROKE REGIONAL HOSPITAL

Per: _____

Per: _____

COUNTY OF RENFREW

Per: _____

Per: _____

WE have Authority to bind the Corporation

DRAFT

COUNTY OF RENFREW

BY-LAW NUMBER

A BY-LAW AUTHORIZING THE WARDEN AND CLERK TO APPROVE AN AGREEMENT BETWEEN THE RENFREW & DISTRICT HEALTH UNIT TO CONTRACT THE COMMUNITY PARAMEDIC PROGRAM TO DELIVER/ASSIST WITH DELIVERY OF INFLUENZA AND COVID-19 VACCINE FOR THE TERM OCTOBER 30, 2023, TO DECEMBER 31, 2023.

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

WHEREAS the County of Renfrew deems it desirable to enter into an agreement with the Renfrew & District Health Unit to contract the Community Paramedic Program to deliver/assist with delivery of influenza and COVID-19 vaccine for the term October 30, 2023, to December 31, 2023,

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

1. The agreement attached to and made part of this by-law shall constitute an agreement between the Corporation of the County of Renfrew and the Renfrew & District Health Unit.
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.

READ a first time this 29th day of November 2023.

READ a second time this 29th day of November 2023.

READ a third time and finally passed this 29th day of November 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CAO/CLERK



Renfrew County and District Health Unit
"Optimal health for all in Renfrew County and District"

THIS AGREEMENT made as of this day

October 25, 2023

BETWEEN:

RENFREW COUNTY AND DISTRICT HEALTH UNIT

hereinafter called the "Health Unit"

AND:

**COUNTY OF RENFREW COMMUNITY
PARAMEDIC SERVICE**

hereinafter called the "Service Provider"

WHEREAS The Health Unit wishes to retain the services of the Service Provider and the Service Provider wishes to provide certain services as outlined below to the Health Unit;

AND WHEREAS it is the intention of the parties to establish an employer/independent contractor relationship;

NOW THEREFORE, in consideration of the relationship and the continued relationship of the Health Unit and the Service Provider, the above premises and the mutual agreements hereinafter set forth, the parties agree as follows:

1. Definitions

- (a) "Area" shall mean anywhere the Health Unit or any affiliate of the Health Unit carries on business from time to time.
- (b) "Business of the Health Unit" shall mean and include the provision of health services.
- (c) "Competing Business" shall mean any business which is the same or essentially the same as any part of the Business of the Health Unit.
- (d) "Confidential Information" shall mean all trade secrets, client lists or files, client account records, training and operations material and memoranda, personnel records, and financial information concerning or relating to the business, employees and affairs of the Health Unit, obtained by or furnished, disclosed or disseminated to the Service Provider, or obtained, assembled or compiled by the Service Provider or under his/her supervision during the course of his relationship with the Health Unit; and all physical embodiments of the foregoing, all of which are hereby agreed to be the property of and confidential to the Health Unit, but Confidential Information shall not include any of the foregoing to the extent the same is or becomes publicly known through no fault or breach of this Agreement by the Service Provider.

2. Status

The Service Provider in performing the duties hereunder is acting as an independent contractor and not as a servant or employee of the Health Unit. The Service Provider shall not hold itself out as having any right, power or authority to create any contract or obligation, either expressed or implied, on behalf of, in the name of, or binding upon, the Health Unit.

3. Limitation of Liability

The Health Unit's officers, employees, and agents shall not be liable to or for

the Service Provider or the Service Provider's personnel for costs, losses, claims, liabilities and damages howsoever caused (including any incidental, indirect, special or consequential damages, injury or any loss of use or profit of the Service Provider) arising out of, or related, or in any way connected to this agreement, unless caused by gross negligence or wilful act of the Health Unit's officers employees and agents.

4. Indemnification

The Service Provider agrees to indemnify and save harmless the Health Unit its directors, officers, employees and agents from and against all liabilities, claims, demands, loss, costs, damages, actions, suits or other proceedings by whomsoever made, brought or prosecuted in any manner based upon, occasioned by or attributable to, the activities of the Service Provider under this Agreement unless it was caused by the negligence of an employee of the Health Unit.

5. Insurance

The Service Provider shall obtain and maintain in full force and effect at its own expense for the duration of the term of this agreement, commercial general liability insurance with a carrier registered in Ontario, in the amount of not less than five million dollars (\$5,000,000) per occurrence in respect of services provided pursuant to this agreement.

6. Engagement

The Health Unit hereby engages the Service Provider to perform all tasks and projects associated with the duties and responsibilities listed in Schedule "A" to this Agreement and forming part of the Agreement.

7. Binding Authority

The Service Provider in performing the duties hereunder is acting as a Service Provider of the Health Unit. As such, the Service Provider shall not have the authority to hold itself out as having any right, power or authority to create any contract or obligation, either expressed or implied, on behalf of, in the name of, or binding upon, the Health Unit unless such authority is expressly provided to the Service Provider in writing.

8. Invoicing

The service requirements are outlined in Schedule "A". For the services hereunder the Health Unit shall provide the Service Provider with a fee as outlined in Schedule "B" of the Agreement and forming part of the

Agreement.

This contract will have a maximum ceiling price which cannot be exceeded without an amending agreement. See Schedule "B" for this maximum.

9. Term and Termination of the Agreement

- (a) The term of the Agreement shall commence on the date hereof and shall continue from **October 30, 2023, to December 31, 2023** unless replaced by another Agreement made in writing between the parties which supersedes this Agreement or until terminated, as herein provided.
- (b) This Agreement may be terminated:
 - (i) by mutual agreement of the Service Provider and the Health Unit;
 - (ii) by the Health Unit as specified in the Schedule "A" document.
- (c) Upon the termination of the Agreement hereunder, the Health Unit shall have no further obligation to the Service Provider or its personal representative with respect to this Agreement except for:
 - (i) the Service Provider's fee accrued but not yet paid to the date of such termination.

10. Ownership and Non-Disclosure and Non-Use of confidential Information

- (a) The Service Provider acknowledges and agrees that all information is confidential to and shall be and remain the sole and exclusive property of the Health Unit.
- (b) The Service Provider agrees that they will not, either during the term of this Agreement or at any time thereafter, without the prior written consent of the Health Unit, disclose, except as may be required by law or make available any confidential information to any person or entity other than in the proper performance of their duties hereunder.
- (c) As a condition of affiliation, the service provider shall be required to maintain complete confidentiality of all confidential information which may come directly or indirectly to their knowledge/attention, or in any way become known to them in the course of their duties. As evidence of the acknowledgment and assurance of the requirement and obligation to maintain confidentiality the Service Provider shall be required to complete and sign a Confidentiality Agreement in the form attached to the agreement, with the same being witnessed. In

the event of a breach of the requirement for confidentiality, the affiliation with the Health Unit will be terminated and may also result in legal action being taken against the Service Provider by the Health Unit and/or other.

11. Restrictive Covenant

The Service Provider agrees and acknowledges that the Health Unit would suffer harm if the Service Provider were to use Confidential Information in competition with the Health Unit.

12. Assignment; Governing Law; Entire Agreement

- (a) This Agreement may be assigned by the Health Unit and shall inure to the benefit of any such assignee. Neither this Agreement nor any rights of the Service Provider hereunder may be assigned by the Service Provider, nor may the Service Provider delegate to another its performance hereunder. The waiver by the Health Unit of any breach of this Agreement by the Service Provider shall not be effective unless in writing, and such waiver shall not constitute the waiver of the same or another breach on a subsequent occasion.
- (b) This Agreement shall be governed by and constructed in accordance with the laws of the Province of Ontario. This Agreement may only be amended in writing signed by both parties.
- (c) This Agreement embodies the entire agreement of the parties hereto relating to the retention of services by the Health Unit of the Service Provider in the capacity herein stated, and expressly supersedes any and all prior understandings and agreements between the parties relating to such relationship.

This Agreement has been executed by the parties as of the date first above written.

Witness

Renfrew County and District Health Unit

Date

Witness

Peter Emon, Warden, County of Renfrew

Dated

Witness

Craig Kelley, CAO/Clerk
County of Renfrew

Dated

RENFREW COUNTY AND DISTRICT HEALTH UNIT

Confidentiality Agreement

On behalf of **County of Renfrew Community Paramedic Services** understand that:

- all confidential, and/or personal health information that I have access to or learn directly or indirectly through my employment or affiliation with the Renfrew County & District Health Unit (Health Unit) is confidential,
- as a condition of my affiliation with the Health Unit, I must comply with the policies and procedures of the Health Unit and the laws of Ontario pertaining to confidential and/or personal health information, and
- failure to comply may result in discipline, including termination of my affiliation with the Health Unit, and may also result in legal action being taken against me by the Health Unit and/or others.

I agree that I will not access, use or disclose any confidential and/or personal health information that I learn of or possess because of my affiliation with the Health Unit, except as is required to perform my responsibilities at the Health Unit. I also understand that under no circumstances may confidential and/or personal health information be communicated either within or outside of the Health Unit, except to other persons who are authorized by the Health Unit to receive such information.

Name

Signature

Date

Witness Name (please print)

Witness Signature

Date

SERVICE AGREEMENT

BETWEEN

RENFREW COUNTY AND DISTRICT HEALTH UNIT
(Hereinafter RCDHU or Health Unit)

AND

COUNTY OF RENFREW COMMUNITY PARAMEDIC SERVICES
(Hereinafter CPRU)

SCHEDULE A

This Agreement confirms that the aforementioned Service Provider agrees to provide Paramedics to administer the Influenza and COVID-19 vaccines and/or to support the administration of such vaccines of the RCDHU Immunization Program, as outlined below:

County of Renfrew Community Paramedic Services will:

Provide qualified Primary Care Paramedics and Advanced Care Paramedics:

- To immunize persons with Influenza and COVID-19 vaccines and/or to assist with the immunization process;
- Paramedics will ensure recording of the administration of vaccines on the appropriate consent forms and/or COVax recording system for each dose administered.
- Paramedics will follow relevant RCDHU policies, procedures and medical directives related to the administration of vaccines and communicable disease/outbreak control activities, including case and contact management.
- Certify that any and all employees supplied for this purpose are competent and qualified as a paramedic in the province of Ontario.
- Ensure that all Paramedics will have an acceptable criminal reference (vulnerable sector) check on file at the County of Renfrew.
- Each County of Renfrew Paramedic will sign an RCDHU Confidentiality Agreement and COVax User Agreement at the commencement of her/his first shift.

Renfrew County and District Health Unit will:

- Provide orientation, training and accompanying reference materials to all such employees of CPRU to the specific procedures for administering and/or supporting the administration of Influenza and COVID-19 vaccines.
- Provide all materials necessary for the administration and/or supporting the administration of the Influenza and COVID-19 vaccines including vaccines, medical supplies, cold chain facilities, as appropriate and the required Personal Protective Equipment.
- Provide dates, times and locations of immunization clinics and/or communicable disease/outbreak control activities.
- Provide orientation, training and reference materials related to communicable disease/outbreak control activities, including case and contact management, as required.

COUNTY OF RENFREW COMMUNITY PARAMEDIC SERVICES will forward a Services Summary by the eighth day of each month for the services provided during the previous month. Each Services Summary will outline the date(s) of service, name(s) of each Paramedic and number of hours of service provided by each Paramedic.

Services Summaries will be submitted to:

Renfrew County and District Health Unit

Attention: Erin Vereyken, Manager

141 Lake Street

Pembroke, ON

K8A 5L8

evereyken@rcdhu.com

SERVICE AGREEMENT

BETWEEN

RENFREW COUNTY AND DISTRICT HEALTH UNIT
(Hereinafter RCDHU or Health Unit)

AND

COUNTY OF RENFREW COMMUNITY PARAMEDIC SERVICES
(Hereinafter CPRU)

SCHEDULE B

- A rate rate of \$42.27 plus 44% benefit for a Primary Care Paramedic and \$46.51 plus 44% benefit for an Advanced Care Paramedic per hour will be paid for the scheduled training and duration of services, carried out by employed by County of Renfrew Community Paramedic Services.
- Contract to commence October 30, 2023, and to end on December 31, 2023.
- The number of service hours will not exceed 400 hours during this contract period.
- The maximum amount to be billed in this contract will not exceed \$26,788.
- This agreement may be cancelled by either party with 30 days' notice.
- Modifications to this contract may be made only by signed amending agreement(s).
- Invoice(s) shall be submitted by the eighth working day of each month for the services provided during the previous month. Each invoice will outline the date(s) of service, name(s) of each Paramedic, number of hours of service, and remuneration rate.

Invoices will be submitted to:

Renfrew County and District Health Unit

Attention: finance@rcdhu.com

141 Lake Street

Pembroke, ON

K8A 5L8



County of
Renfrew
Ontario . Canada

Experience Our History, Share Our Future!

2024

Business Plan

Emergency Services/Paramedic Service



DEPARTMENT OVERVIEW

The County of Renfrew spans from the northern tip of Algonquin Park all the way to Canada's Capital; a vast landscape that our Service is proud to serve. Across the County of Renfrew, there are more than 900 lakes, four major rivers, and 17 municipalities, which help to make up the largest geographic county in the Province of Ontario. From the beautiful rural scenery to the vibrant local neighbourhoods, the primary response area is estimated to be over 15,000 square kilometres.

In 2001, the Province of Ontario amended the Ambulance Act transferring the responsibility for the provision of Ambulance Service (contemporarily known as Paramedic Service) to upper-tier municipalities. Since then, the County of Renfrew Paramedic Service has become recognized as a best in-class model of suburban and rural paramedic care in Ontario. This sophisticated model of care was initially developed to serve the County of Renfrew, but it has since been adopted by many provinces, states, and countries around the world. It has been fundamental to the development for systems of care in other services. Our Paramedic Service has built this model of care through the innovative practice that focuses on improving community-based paramedic services. Accordingly, residents in our county can rely on paramedics for consistent and accessible healthcare 24/7. The paramedics are equipped to provide versatile services such as expert assessment, diagnosis, treatment, system navigation, and care coordination.

Additionally, this model of care is committed to evidence-based practice, extensive professional development, the promotion of employee well-being, and collaborative labour management relations. It has been informed through the collection of local data, which ranges from operational, clinical, and health system sources. One of the core principles for this model is to ensure information is dispersed at a municipal level, as well as integrated across health, social service, and public safety agencies. Moreover, the model of care is patient-centered, and patient informed. To achieve clinical excellence means to advocate for patient safety and well-being. It also encompasses leadership in technological integration and research. Across the County of Renfrew, the Paramedic Service prioritizes community collaboration in an effort to continuously develop effective services. This is accomplished through alternate health care pathways, interdisciplinary care coordination and providing care at home. Subsequently, patients are able to access the care they need.

MISSION

The Paramedic Service provides care to the residents and visitors of the region to promote a healthy community.

It provides integrated health services, throughout the community that preserve quality of life, improve health, and promote safety. Paramedic Service staff apply best practices to the provision of effective and timely emergency response services.

911 Operations

The fundamental business of the Paramedic Service is to respond to the evolving safety needs of our community. To meet our vision statement “to improve the quality of life of residents and visitors,” our Service continually strives for excellence, which includes response reliability, clinical performance, economic efficiency, and client satisfaction. Currently, there are approximately 200 individuals employed with the County of Renfrew Paramedic Service. This total consists of the leadership team, frontline paramedics, supportive staff, and administrative staff. Each one of these individuals is indispensable to our operations. Over the years, the County of Renfrew Paramedic Service has identified healthcare gaps and adapted its response model to meet community needs.

Sierra Team

In addition to the daily operations, our Paramedic Service has enhanced its ability to provide effective needs-based services through special operations. These community programs and specialty teams aim to offer expert service for the isolated regions and vulnerable populations that reside within our rural communities.

Community Programs

COMMUNITY PARAMEDIC RESPONSE UNIT (CPRU)

Our model of suburban and rural paramedic care allows us to lead the way as a pioneer of Community Paramedicine. Our Community Paramedic Program maintains a 24/7 non-urgent 1-844 hotline for anyone in the public seeking health advice, remote monitoring, support, and a non-acute response to reduce the incidence of hallway medicine and 911 calls. Importantly, Community Paramedics provide care through the use of Clinical Practice Guidelines for assessment, treatment and point-of-care interventions such as blood testing, vaccinations, swabs, ultrasound and urinalysis. This eliminates wasted time, money, mileage, and patient frustration. This highly efficient system is electronically integrated with other health service providers in our communities. The Community Paramedic Program serves vulnerable populations across remote regions of the County with over 2000 enrolled patients who receive regular home visits and assessments by Community Paramedics. Vulnerability is determined from a variety of factors including social or geographical isolation, financial vulnerability, multiple comorbidities, and limited or no access to a primary care provider. Vulnerable persons are identified through various means, including primary care providers, social agencies, wellness clinics, and identification of frequent users of 911 and Emergency Department resources.

Community Paramedics for Long Term Care

Being situated throughout the community, paramedics are ideally positioned to provide high-quality, in-home monitoring of patients with complex medical issues, maximizing program efficiency. In 2020 and 2023, the Ministry of Health and Long-Term Care announced a more permanently funded integration of Community Paramedicine with regional long-term care planning. The Service advocated for this program for Renfrew County due to the long-term care

wait lists, overall pressure on the healthcare system, cost savings, and the desire of many residents to remain in their home longer.

Palliative Care

In March 2020, the COVID-19 response sparked a conversation about patients who require a palliative approach to care. Following County-level discussions, a Palliative Care Coordinator with Home & Community Care Support Services, a Palliative Consultant from the Regional Palliative Consultation Team, Community Paramedics, and local primary care physicians all came together to formulate a system to respond to the needs of the community. Thus, the Palliative Care Program was developed and launched in the fall of 2020. The goal of this program is to educate healthcare providers and the community that there is an alternative to calling 9-1-1 if something changes in a palliative patient's condition. Once connected to the program, patients and families have 24/7 access to the 1-844 non-emergency number to contact community paramedics. Our paramedics work alongside other palliative care providers to help patients navigate the healthcare system, and receive the care they desire, while simultaneously maintaining their palliative care wishes. Since implementation, we have had approximately 199 patient interactions involving patients with a palliative approach to care. As indicated in the diagram below, 61% of the patients preferred place of death was at home. With the collaboration of our paramedics and other palliative care providers, 59% of patients were managed appropriately at home instead of being transported to the hospital.

Remote Patient Monitoring

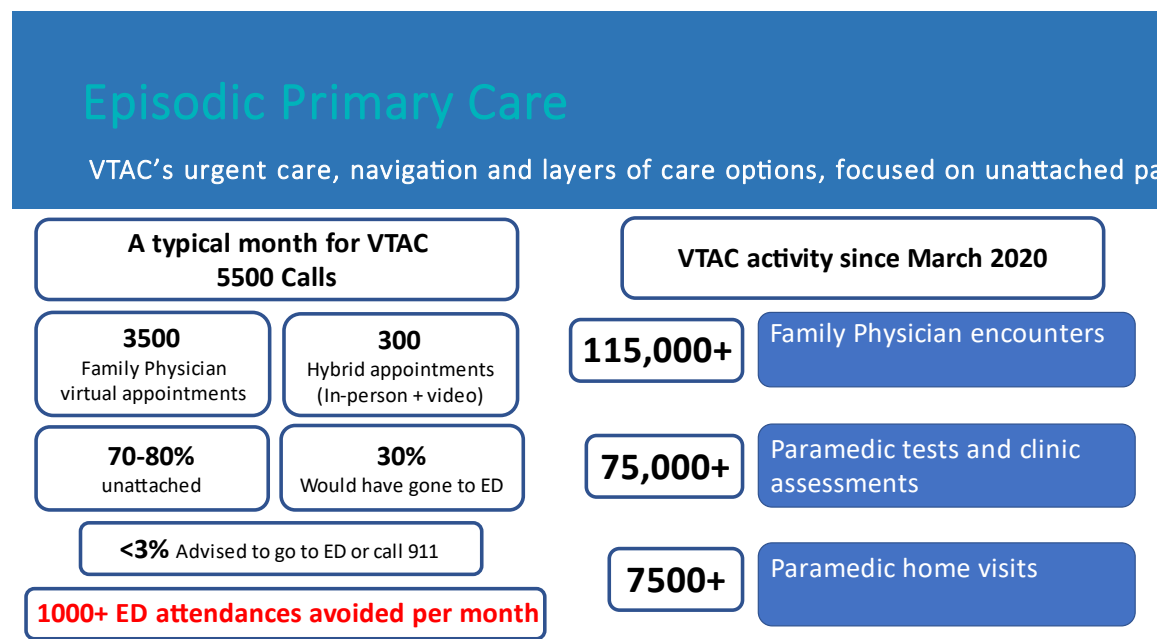
Remote Patient Monitoring provides community paramedics and identified healthcare providers with biometric data measurements and alerts when there are changes in their patient's health condition. With the Community Paramedicine for Long-Term Care funding, the Service has the capacity to remotely monitor up to 150 patients' biometric data. This includes blood pressure, weight, heart rate, oxygen saturation, blood glucose, and temperature. Currently, there are approximately 135 patients remotely monitored, and this number continues to increase each day. There is an average of 20 to 30 alerts a day where a Community Paramedic reviews the file, contacts the patient, and conducts an assessment.

Renfrew County Virtual Triage and Assessment Centre

This investment demonstrates the impact that Community Paramedicine is having on the healthcare system and reinforces the fact that Community Paramedicine is part of the answer. The healthcare system is under pressure and as a result, there is an increased demand for the services paramedics can offer. Community Paramedics have consulted and continue to consult with Renfrew County Virtual Triage and Assessment Centre for patients who do not have a primary care provider or cannot be supported by their current primary care provider in a timely manner. This has been a tremendous success for the Service, the County, and in particular, the community. There is currently and unmet demand for primary care providers across Ontario.

There are over 30,000 people in the County of Renfrew without access to a primary care provider. That represents over 30% of the population being unattached from primary care, the majority of whom are vulnerable senior citizens whose only option to access medical care is to call 911 or present to an emergency department. As a result, the already overburdened health care system is under increasing pressure. The continuation and expansion of the services offered through RCVTAC is a model of care that offers an effective, timely and cost-effective alternative model of care.

Renfrew County Virtual Triage and Assessment Centre is a primary care solution to reduce the demand for Emergency Departments and provide Renfrew County residents, who do not have a family physician or cannot readily access their family physician, with the appropriate level of care to address their health concerns (including concerns related to COVID).



Assessment Centers

Clinical Assessment Centers are the “hands-on” component of RC VTAC (Renfrew County Virtual Triage and Assessment Centre) where clinical paramedics and administrative staff manage the public access COVID-19 testing, as well as clinical assessments of patients who require a physical interaction with health care professionals. Clinical paramedics and RC VTAC physicians work closely together to develop appropriate care plans to treat patients who are assessed at the various sites throughout Renfrew County. The sites are distributed throughout Renfrew County in fixed locations (Pembroke, Renfrew and Arnprior) and through a mobile outreach program (currently Deep River, Barry’s Bay, and Horton). Clinical Assessment Centers provide access to high quality clinical care for urgent health issues which do not require going to a hospital emergency department. The sites are especially effective at providing access to healthcare for patients who do not have a primary care provider (family physician or nurse practitioner). The Clinical Assessment Center program is on track to have provided more than 3000 clinical paramedic assessments during the 2022 calendar year and is well positioned to expand access to more patients in Renfrew County.

2023 ACHIEVEMENTS

- The Service has increased staffing hours to provide an additional 24 hours of service to the County of Renfrew each day.
- The Service has successfully achieved funding for dedicated offload staffing to alleviate offload delay, concentrating on partnerships with area hospitals to improve patient flow.
- We have supported the Development and Property Department to secure a new Paramedic Base in the Eganville area community. Permanent funding for RCVTAC was achieved.
- AMPDS coming to Central Ambulance Communications Centre for a 2024 implementation.
- The Department has completed a Management Structure reorganization to position the Department and Service for future excellence.
- Achieved permanent funding for RC VTAC.
- A novel physician funding agreement for virtual care R CVTAC physicians.
- An agreement with the Petawawa Family Health Care Team to administer the Integrated Virtual Care (IVC) component of the RC VTAC program to provide attachment for previously unattached patients and provide physician services to the VTAC and IVC program.
- Formed a new Community Health Programs Advisory Committee (CHPAC) consisting of representatives from different institutions and areas of relevance within the broader health care system. CHPAC operates as an ad-hoc committee of the County of Renfrew’s Health Committee - a standing committee of County Council – to offer their diverse, relevant, and extensive perspectives of health care leadership experience.
- Mental Health, Addictions and Homelessness Hub Terms of Reference is established.

- Conducted an Emergency Management review and exercise and case study with the Emergency Management Program Committee (Health Committee).

2024 CONSIDERATIONS AND OPPORTUNITIES

- Improve Patient Flow - Dedicated offload staffing plan at PRH & RVH and ARH staffing.
- Improve response capacity - Operational 911 continue with approved service level.
- Improve system optimization - Commander in dispatch – AMPDS implementation.
- Improve system design - Compression between commanders – deputies and chief.
- Improve labour relations - Collective bargaining pressures.
- Expand RCVTAC services to meet population demands.

2024 PROPOSED PROJECTS

- Open Eganville Base, assess operations.
- Improve Access Care Mental Health, Addictions and Homelessness Hub Plan
- Continue work on the Mobile Mental Health, Addictions and Homelessness Hub.
- Strengthen relationships with the Ontario Health Teams in the region.
- Strengthen community resilience through application for Emergency Preparedness Grant application to improve readiness and response capabilities for flood and natural disaster mitigation and recovery.

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

TO: Health Committee

FROM: Mike Blackmore, Director of Long-Term Care

DATE: November 15, 2023

SUBJECT: Department Report

INFORMATION

1. Bonnechere Manor Resident Statistics

Statistics	August 2023	September 2023	October 2023
Population at end of Month	174	176	176
# of Female Residents	96	99	100
# of Male Residents	78	77	76
Vacant Beds at End of Month	2 LTC / 2 Respite	0 LTC / 2 Respite	2 LTC / 2 Respite
YTD Occupancy Rate: LTC	98.71%	99.03%	98.88%
Respite	0.00%	0.00%	0.00%
Resident Deaths	8	3	6
Resident Discharges	0	0	0
Resident Admissions	8	5	6

2. Miramichi Lodge Resident Statistics

Statistics	August 2023	September 2023	October 2023
Population at end of Month	164	163	163
# of Female Residents	108	106	107
# of Male Residents	56	57	56
Vacant Beds at End of Month	0 LTC / 2 Respite	3 LTC / 0 Respite	2 LTC / 1 Respite
YTD Occupancy Rate: LTC	98.05%	98.07%	98.15%
Respite	49.18%	53.85%	55.10%
Resident Deaths	2	8	3
Resident Discharges	0 LTC / 6 Respite	0 LTC / 3 Respite	0 LTC / 4 Respite
Resident Admissions	3 LTC / 5 Respite	5 LTC / 5 Respite	4 LTC / 3 Respite

3. Home & Community Care Support Services Champlain Client Waitlist Information

Renfrew County Long-Term Care Homes (LTCHs)	Patients waiting for 1 st choice from Community/Hospital	Patients waiting for 1 st choice to transfer from another LTCH	Totals
Bonnechere Manor	110	31	141
Caessant Care Cobden	40	18	58
Deep River & District Hospital – The Four Seasons Lodge	8	8	16
Grove (The) Nursing Home	123	27	150
Groves Park Lodge	38	18	56
Marianhill Inc.	48	17	65
Miramichi Lodge	227	47	274
North Renfrew LTC Services	53	22	75
Valley Manor Inc.	38	13	51
Totals	685	201	886

4. Ministry of Long-Term Care – Revised Masking Requirements

The Ministry of Long-Term Care has updated the COVID-19 Guidance Document for Long-Term Care Homes in Ontario, with enhanced masking requirements to take effect no later than November 7, 2023. Upon consideration of the advice of the Chief Medical Officer of Health, the following enhanced masking measures will be implemented for Bonnechere Manor and Miramichi Lodge regardless of outbreak status:

- All persons excluding residents must wear a medical grade mask while in the Home. This includes staff, students, support workers, volunteers, visitors and essential caregivers.
- Staff may remove their masks in break areas when eating, drinking and when outdoors.
- Visitors/essential caregivers may remove their mask when with the resident in the resident's room or when eating or drinking with the resident in communal spaces.

5. September 2023 Treasurer's Report

The September 2023 Treasurer's Reports for each of the Bonnechere Manor and Miramichi Lodge are attached as Appendix LTC-I.

6. Accreditation Canada

Accreditation Canada surveyors Darlene Oakes (Team Lead) and Angela Patrick attended both Bonnechere Manor and Miramichi Lodge from June 25 until June 29, 2023, for the first joint accreditation survey. The County of Renfrew Long-Term Care Homes successfully defended the highest of all ratings previously achieved as individual Homes - Accredited with Exemplary Standing.

This accreditation not only reflects the quality of our work but also the trust and confidence that our residents and families place in us. We can take immense pride in knowing that our contributions have made a meaningful impact on the reputation of our Homes and the care that our residents receive. This is a result of not only the professionalism and dedication of our staff, but also the invaluable support from our community – residents, family members, volunteers, Resident and Family Councils, Auxiliary, Foundations, and our elected officials. Thank you to Warden Peter Emon, Health Committee Chair Michael Donohue and Chief Administrative Officer Craig Kelley for participating in the first joint County of Renfrew Long-Term Care Homes Accreditation Canada survey.

RESOLUTIONS

7. Leased Space – 2nd Floor - Miramichi Lodge

Recommendation: That the Health Committee recommend that County Council authorize the Warden and Chief Administrative Officer/Clerk to sign a lease agreement between Miramichi Lodge and Ms. Brenda Kincaide, Foot Care Service Provider, Miramichi Lodge for the occupancy of a leased space room within Miramichi Lodge, located at 725 Pembroke Street West, Pembroke Ontario, at an annual amount of \$4,764 for the period of January 1, 2024, to December 31, 2024. AND FURTHER THAT a by-law be adopted at the next session of County Council.

Background

Miramichi Lodge was designed to include additional space to lease in order to generate revenue. Ms. Brenda Kincaide, Foot Care Service Provider at Miramichi Lodge, currently leases the 240 square foot space located on the second floor and provides foot care services to external clients. Ms. Kincaide has indicated that she wishes to continue to lease the space for a twelve (12) month term. The County of Renfrew Development and Property Department has assessed the area and determined a fair market rent would be a 2% increase from the last agreement, which was in 2020, with a reprieve during the Pandemic, for an annual amount of \$4,764 payable in monthly installments of \$397. Attached, as Appendix LTC II is the lease agreement and by-law.

2023-11-09

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**COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023**

	over / (under)			<u>FULL YEAR</u>
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>BUDGET</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>707,563.86</u>	<u>779,706.00</u>	<u>(72,142.14)</u>	<u>1,013,827.00</u>
Salaries	531,286.70	615,640.00	(84,353.30)	800,334.00
Salary Allocations	27,084.20	26,300.00	784.20	34,191.00
Employee Benefits	124,593.50	131,340.00	(6,746.50)	170,742.00
Computers Operation and Maintenance	750.98	5,580.00	(4,829.02)	7,440.00
COVID	5.97	0.00	5.97	0.00
Depreciation	1,718.01	1,800.00	(81.99)	2,400.00
Equipment - Replacements	304.14	0.00	304.14	0.00
Equipment Operation/Maint.	0.00	504.00	(504.00)	670.00
Hobby Crafts	93.32	0.00	93.32	0.00
Office Supplies / Other	0.00	0.00	0.00	0.00
Purchased Services	17,416.19	4,050.00	13,366.19	5,400.00
Recoveries	(6,934.84)	(7,461.00)	526.16	(9,950.00)
Recreation & Entertainment	6,165.82	3,753.00	2,412.82	5,000.00
Special Events	6,797.88	0.00	6,797.88	0.00
Staff Education	0.00	0.00	0.00	0.00
Surplus Adjustment - Depreciation	(1,718.01)	(1,800.00)	81.99	(2,400.00)
<u>NURSING SERVICES</u>	<u>8,961,174.25</u>	<u>9,222,141.00</u>	<u>(260,966.75)</u>	<u>11,991,180.00</u>
Salaries - Admin	368,888.67	400,340.00	(31,451.33)	520,441.00
Benefits - Admin	105,826.93	106,091.00	(264.07)	137,923.00
Salaries - Direct	4,579,581.35	6,929,191.00	(2,349,609.65)	9,007,952.00
Benefits - Direct	1,109,820.11	1,443,249.00	(333,428.89)	1,876,223.00
Clinical Decision Support	0.00	0.00	0.00	0.00
Computer Operation & Maintenance	14,971.34	25,281.00	(10,309.66)	33,704.00
COVID	426,051.68	0.00	426,051.68	0.00
Depreciation	36,531.90	31,050.00	5,481.90	41,400.00
Equipment- Replacement	5,503.77	5,778.00	(274.23)	7,700.00
Equipment-Repairs & Maintenance	2,802.05	4,788.00	(1,985.95)	6,388.00
Fall Prevention	2,783.46	13,500.00	(10,716.54)	18,000.00
Fall Prevention - Provincial Subsidy	(9,992.31)	(13,500.00)	3,507.69	(18,000.00)
Furniture Replacements	0.00	0.00	0.00	0.00
High Intensity Needs	109,985.94	60,003.00	49,982.94	80,000.00
High Intensity Needs - Prov Subsidy	(51,586.00)	(56,997.00)	5,411.00	(76,000.00)
High Intensity Needs-Non Claims Based	18,358.50	32,526.00	(14,167.50)	43,362.00
Incontinent Supplies - (Funded at \$1.20 per diem)	90,704.81	84,375.00	6,329.81	112,500.00
IPAC Expenses	15,057.54	0.00	15,057.54	0.00
IPAC minor capital	22,549.01	0.00	22,549.01	0.00
Lab Fees	5,714.31	6,003.00	(288.69)	8,000.00
Lab Fees - Provincial Subsidy	(2,075.00)	(4,000.00)	1,925.00	(8,000.00)
Medical Director - Funded (0.30 / day)	14,742.00	14,787.00	(45.00)	19,710.00
Medical Supplies & Medication	58,063.84	69,111.00	(11,047.16)	92,143.00
Medication Safety Technology	0.00	0.00	0.00	0.00
Memberships	274.75	0.00	274.75	0.00
Miscellaneous	6,219.65	1,197.00	5,022.65	1,600.00
Nurse Practitioner Expenses	111,621.15	116,969.00	(5,347.85)	152,056.00
Nurse Practitioner Prov Subsidy	(93,398.00)	(92,133.00)	(1,265.00)	(122,844.00)
Phys-On-Call - Funded Expenses (\$100 / bed)	14,447.03	14,283.00	164.03	19,044.00
Phys-On-Call - Prov Subsidy (\$100 / bed)	(14,447.03)	(14,283.00)	(164.03)	(19,044.00)
Phys-On-Call - Un-Funded Expenses	0.00	0.00	0.00	0.00
Purchased Services	1,863,383.01	1,800.00	1,861,583.01	2,400.00
Purchased Services - Accommodation	204,670.92	0.00	204,670.92	0.00
RAI / MDS - Expenses	2,528.18	73,782.00	(71,253.82)	95,922.00
RAI / MDS - Prov Subsidy	0.00	0.00	0.00	0.00
Recoveries - Other	(22,187.41)	0.00	(22,187.41)	0.00
Staff Education	310.00	0.00	310.00	0.00
Surplus Adjustment - Depreciation	(36,531.90)	(31,050.00)	(5,481.90)	(41,400.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023**

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>RAW FOOD</u>	<u>577,954.29</u>	<u>542,025.00</u>	<u>35,929.29</u>	<u>722,700.00</u>
Bread	18,274.19	12,753.00	5,521.19	17,000.00
Dairy	79,982.92	66,087.00	13,895.92	88,120.00
Groceries & Vegetables	336,573.23	332,244.00	4,329.23	442,990.00
Meat	140,523.53	131,994.00	8,529.53	175,990.00
Nutrition Supplements	14,731.77	19,611.00	(4,879.23)	26,150.00
Raw Food Recoveries	(12,131.35)	(20,664.00)	8,532.65	(27,550.00)
<u>FOOD SERVICES</u>	<u>1,313,566.33</u>	<u>1,264,770.00</u>	<u>48,796.33</u>	<u>1,645,751.00</u>
Salaries	1,069,188.15	1,007,620.00	61,568.15	1,309,909.00
Salary Allocations	(52,426.00)	(26,300.00)	(26,126.00)	(34,191.00)
Employee Benefits	255,893.01	252,249.00	3,644.01	327,919.00
Computers - Operation & Maintenance	1,564.95	2,250.00	(685.05)	3,000.00
COVID	936.27	0.00	936.27	0.00
Depreciation	12,457.71	11,520.00	937.71	15,360.00
Dietary Supplies	47,326.31	56,223.00	(8,896.69)	74,967.00
Equipment - Operation/Maint.	2,240.83	5,157.00	(2,916.17)	6,880.00
Equipment - Replacements	359.31	0.00	359.31	0.00
Other Expenses	739.93	1,017.00	(277.07)	1,350.00
Purchased Services	356.19	450.00	(93.81)	600.00
Recoveries	(17,610.84)	(35,876.00)	18,265.16	(47,316.00)
Replacement - Dishes/Cutlery	4,439.08	3,852.00	587.08	5,133.00
Surplus Adjustment - Depreciation	(12,457.71)	(11,520.00)	(937.71)	(15,360.00)
Vending – Net Proceeds	559.14	(1,872.00)	2,431.14	(2,500.00)
<u>HOUSEKEEPING SERVICES</u>	<u>732,292.19</u>	<u>750,789.00</u>	<u>(18,496.81)</u>	<u>977,754.00</u>
Salaries	563,935.09	573,511.00	(9,575.91)	745,563.00
Employee Benefits	126,159.71	125,582.00	577.71	163,260.00
COVID	0.00	0.00	0.00	0.00
Depreciation	964.92	1,665.00	(700.08)	2,220.00
Equipment - Operation/Maint.	0.00	1,872.00	(1,872.00)	2,500.00
Equipment - Replacements	2,242.18	1,575.00	667.18	2,100.00
Housekeeping Supplies	47,840.76	55,251.00	(7,410.24)	73,670.00
Recoveries	(7,885.55)	(7,002.00)	(883.55)	(9,339.00)
Surplus Adjustment - Depreciation	(964.92)	(1,665.00)	700.08	(2,220.00)
<u>LAUNDRY AND LINEN SERVICES</u>	<u>333,579.61</u>	<u>337,729.00</u>	<u>(4,149.39)</u>	<u>440,198.00</u>
Salaries	236,704.08	237,920.00	(1,215.92)	309,300.00
Employee Benefits	60,445.47	65,600.00	(5,154.53)	85,280.00
COVID	0.00	0.00	0.00	0.00
Depreciation	5,283.52	5,571.00	(287.48)	7,428.00
Equipment Operation/Maint.	6,589.95	10,350.00	(3,760.05)	13,800.00
Laundry Supplies	18,726.45	16,938.00	1,788.45	22,581.00
Recoveries	(2,683.02)	(2,718.00)	34.98	(3,623.00)
Replacements	13,796.68	9,639.00	4,157.68	12,860.00
Surplus Adjustment - Depreciation	(5,283.52)	(5,571.00)	287.48	(7,428.00)

COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>797,345.41</u>	<u>791,647.00</u>	<u>5,698.41</u>	<u>1,152,545.00</u>
Salaries	239,131.34	267,080.00	(27,948.66)	347,206.00
Employee Benefits	64,003.19	70,229.00	(6,225.81)	91,297.00
Computers - Operation & Maintenance	0.00	2,178.00	(2,178.00)	2,900.00
Depreciation	451,448.58	432,225.00	19,223.58	576,300.00
Capital Below Threshold	0.00	0.00	0.00	0.00
Comprehensive minor capital	7,010.27	0.00	7,010.27	0.00
COVID	0.00	0.00	0.00	0.00
Equipment - Operation/Maint.	0.00	0.00	0.00	0.00
Equipment - Replacements	23,649.17	24,453.00	(803.83)	32,600.00
Furniture - Replacements	0.00	0.00	0.00	20,064.00
Natural Gas	58,862.83	71,000.00	(12,137.17)	107,625.00
Hydro	114,640.03	101,000.00	13,640.03	189,625.00
Insurance	79,293.20	76,625.00	2,668.20	76,625.00
Cell/Pager	0.00	0.00	0.00	0.00
Purchased Services	159,459.94	139,842.00	19,617.94	186,450.00
Resident - Telephone System	22,732.44	24,003.00	(1,270.56)	32,000.00
Resident - Telephone System Recovery	(54,213.12)	(77,850.00)	23,636.88	(103,800.00)
Recoveries	(21,659.22)	(20,736.00)	(923.22)	(27,646.00)
IPAC Minor Capital	0.00	0.00	0.00	0.00
Repairs/Maint./Bldgs./Grounds	44,264.49	50,823.00	(6,558.51)	67,760.00
Surplus Adjustment - Depreciation	(451,448.58)	(432,225.00)	(19,223.58)	(576,300.00)
Travel	192.54	0.00	192.54	0.00
Water / Wastewater	59,978.31	63,000.00	(3,021.69)	129,839.00
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,080,480.03</u>	<u>904,720.00</u>	<u>175,760.03</u>	<u>1,146,479.00</u>
Salaries	409,640.10	360,431.00	49,209.10	468,565.00
Salary Allocations	(22,457.60)	(22,458.00)	0.40	(29,195.00)
Employee Benefits	122,736.31	110,362.00	12,374.31	143,473.00
Accreditation	13,976.36	6,000.00	7,976.36	6,000.00
Admin Charges	92,478.69	92,475.00	3.69	123,305.00
Advertising/Awards Dinner	4,203.46	747.00	3,456.46	5,000.00
Audit	7,632.00	10,350.00	(2,718.00)	10,350.00
Computer/Internet Expenses	53,146.48	56,628.00	(3,481.52)	75,504.00
Conventions	1,320.94	0.00	1,320.94	0.00
COVID	1,770.62	0.00	1,770.62	0.00
Depreciation	8,771.57	11,700.00	(2,928.43)	15,600.00
Equipment - Operation/Maint.	11,670.50	8,919.00	2,751.50	11,886.00
Equipment - Replacements	0.00	0.00	0.00	0.00
Gain / Loss from the Sale of an Asset	88,378.35	0.00	88,378.35	0.00
Health & Safety Program	0.00	0.00	0.00	0.00
HR Charges	80,588.25	80,586.00	2.25	107,451.00
Insurance	86,474.75	69,190.00	17,284.75	69,190.00
IT Charges	52,598.25	52,596.00	2.25	70,131.00
Legal & Labour Contract Costs	30,768.06	15,003.00	15,765.06	20,000.00
Memberships	15,540.10	13,410.00	2,130.10	17,885.00
Postage / Courier	2,242.52	4,032.00	(1,789.48)	5,374.00
Printing & Stationery	15,051.41	14,103.00	948.41	18,800.00
Purchased Services	34,584.83	32,860.00	1,724.83	42,715.00
Recoveries	(47,614.43)	(32,536.00)	(15,078.43)	(82,641.00)
Staff Training	8,667.49	18,027.00	(9,359.51)	24,036.00
Surplus Adjustment - Depreciation	(8,771.57)	(11,700.00)	2,928.43	(15,600.00)
Surplus Adjustment - Transfer to Reserves	0.00	0.00	0.00	0.00
Telephone	10,466.88	12,492.00	(2,025.12)	16,650.00
Travel	6,615.71	1,503.00	5,112.71	2,000.00
Uniform Allowance	0.00	0.00	0.00	20,000.00

COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
BONNECHERE MANOR TOTALS	<u>14,503,955.97</u>	<u>14,593,527.00</u>	<u>(89,571.03)</u>	<u>19,090,434.00</u>

**COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023**

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
RESIDENT DAYS	47,937.00	49,140.00	(1,203.00)	65,700.00
NON-SUBSIDIZABLE EXPENSE	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>49,024.00</u>
Temporary Loan and Interest- Solar Project	0.00	0.00	0.00	0.00
Surplus Adjustment - Transfer to Reserve	0.00	0.00	0.00	49,024.00
SURPLUS ADJUSTMENT	<u>214,393.98</u>	<u>469,872.00</u>	<u>(255,478.02)</u>	<u>626,500.00</u>
Surplus Adjustment - Capital Purchases	214,393.98	469,872.00	(255,478.02)	626,500.00
TOTAL EXPENDITURE	<u>14,718,349.95</u>	<u>15,063,399.00</u>	<u>(345,049.05)</u>	<u>19,765,958.00</u>

COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
MUNICIPAL SUBSIDY	1,692,737.19	1,692,738.00	(0.81)	2,256,983.00
City of Pembroke -30.63%	558,603.72	558,603.00	0.72	744,805.00
County of Renfrew - 69.37%	1,134,133.47	1,134,135.00	(1.53)	1,512,178.00
RESIDENTS REVENUE	3,319,979.29	3,042,612.00	277,367.29	4,056,813.00
Bad Debts	0.00	0.00	0.00	0.00
Basic Accommodation	2,830,663.81	2,677,500.00	153,163.81	3,570,000.00
Bed retention	0.00	0.00	0.00	0.00
Estate Recoveries - Municipal	0.00	0.00	0.00	0.00
Estate Recoveries - Provincial	0.00	0.00	0.00	0.00
Preferred Accommodation	379,329.54	365,112.00	14,217.54	486,813.00
Preferred Accommodation - HIN Claims	109,985.94	0.00	109,985.94	0.00
Preferred Accommodation - Prov COVID Reimbursement	0.00	0.00	0.00	0.00
Respite Care	0.00	0.00	0.00	0.00
OTHER REVENUE	382,482.17	153,250.00	229,232.17	201,000.00
Donations	0.00	0.00	0.00	0.00
Donations In Kind	0.00	0.00	0.00	0.00
Interest Income	313,023.06	56,250.00	256,773.06	75,000.00
Internal Transfer - From ML	0.00	0.00	0.00	0.00
Other Revenue - FIT	69,459.11	97,000.00	(27,540.89)	126,000.00
GRANTS & SUBSIDIES	9,270,985.36	9,596,188.00	(325,202.64)	12,553,390.00
Federal - ICIP	25,440.00	0.00	25,440.00	0.00
Prov Revenue - 4hrs care per day - Allied Health Professional	0.00	215,800.00	(215,800.00)	284,920.00
Prov Revenue - 4hrs care per day - Nursing Staff Supplement	0.00	1,792,757.00	(1,792,757.00)	2,159,606.00
Prov Revenue - Clinical Decision Support	20,000.00	0.00	20,000.00	0.00
Prov Revenue - Operating - Global LOC Subsidy	368,571.00	372,744.00	(4,173.00)	496,988.00
Prov Revenue - Operating - HIN NPC	32,846.00	32,526.00	320.00	43,362.00
Prov Revenue - Operating - Nursing & Personal Care	5,033,499.00	5,016,726.00	16,773.00	6,702,786.00
Prov Revenue - Operating - Other Accomodation	30,872.00	90,009.00	(59,137.00)	120,008.00
Prov Revenue - Operating - Pay Equity	17,145.00	17,145.00	0.00	22,860.00
Prov Revenue - Operating - Program & Support Services	610,996.00	613,224.00	(2,228.00)	819,315.00
Prov Revenue - Operating - RAI/MDS	72,926.00	71,946.00	980.00	95,922.00
Prov Revenue - Operating - Raw Food	577,164.00	542,025.00	35,139.00	722,700.00
Prov Revenue - Operating - RN	79,506.00	79,497.00	9.00	106,000.00
Prov Revenue - Operating - Structural Compliance	24,639.00	24,639.00	0.00	24,639.00
Prov Revenue - Operating -Accreditation	18,068.00	17,739.00	329.00	23,652.00
Prov Revenue - Operating -RHWB	23,478.00	0.00	23,478.00	0.00
Prov Revenue - COVID - Incremental cost funding	917,800.00	0.00	917,800.00	0.00
Prov Revenue - COVID - PSW Return of Service	2,000.00	0.00	2,000.00	0.00
Prov Revenue - COVID - PSW Wage Enhancement	751,029.00	458,712.00	292,317.00	611,614.00
Prov Revenue - IPAC Lead	40,722.00	0.00	40,722.00	0.00
Prov Revenue - Equalization	142,893.00	142,902.00	(9.00)	190,530.00
Prov Revenue - IPAC	188,202.13	45,724.00	142,478.13	45,724.00
Prov Revenue - Medication Safety Training	121,602.74	0.00	121,602.74	0.00
Prov Revenue - PSW / Behavioural Support Subsidy	44,046.00	44,046.00	0.00	58,728.00
Prov Revenue -Comp Minor Capital	102,496.00	0.00	102,496.00	0.00
Prov Revenue - Support Professional Growth	25,044.49	18,027.00	7,017.49	24,036.00
SURPLUS ADJUSTMENT	0.00	0.00	0.00	697,772.00
Surplus Adjustment - TRF from Reserves	0.00	0.00	0.00	697,772.00
GRAND TOTAL REVENUES	14,666,184.01	14,484,788.00	181,396.01	19,765,958.00
Municipal Surplus / (Deficit)	(52,165.94)	(578,611.00)	526,445.06	0.00

COUNTY OF RENFREW
TREASURER'S REPORT - BONNECHERE MANOR
September 2023

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
less: Depreciation - BM	(517,176.21)	(495,531.00)	(21,645.21)	(660,708.00)
add: Transfer to Reserve	0.00	0.00	0.00	49,024.00
less: Transfer from Reserve	0.00	0.00	0.00	(697,772.00)
add: Capital Purchases	214,393.98	469,872.00	(255,478.02)	626,500.00
Accounting Surplus / (Deficit)	(354,948.17)	(604,270.00)	249,321.83	(682,956.00)

2023-11-09

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

1

	over / (under)			<u>FULL YEAR</u>
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>BUDGET</u>
<u>CLIENT PROGRAMS & SERVICES</u>	<u>679,008.23</u>	<u>671,131.00</u>	<u>7,877.23</u>	<u>874,247.00</u>
Salaries	473,875.44	461,600.00	12,275.44	600,083.00
Salary Allocations	48,033.20	48,038.00	(4.80)	62,443.00
Employee Benefits	112,638.94	108,249.00	4,389.94	140,723.00
Computer Operation and Maint	1,133.23	1,233.00	(99.77)	1,645.00
COVID	0.00	0.00	0.00	0.00
Depreciation	2,836.44	2,844.00	(7.56)	3,792.00
Equipment - Replacements	476.86	2,304.00	(1,827.14)	3,075.00
Equipment Operation/Maint.	382.03	1,845.00	(1,462.97)	2,460.00
Hobby Crafts	4,167.25	3,843.00	324.25	5,125.00
Purchased Services-Physio	34,416.00	40,266.00	(5,850.00)	53,693.00
Recoveries	(1,004.81)	0.00	(1,004.81)	0.00
Recreation & Entertainment	4,309.94	3,753.00	556.94	5,000.00
Revenue - Federal	0.00	0.00	0.00	0.00
Special Events	580.15	0.00	580.15	0.00
Surplus Adjustment - Depreciation	(2,836.44)	(2,844.00)	7.56	(3,792.00)
<u>NURSING SERVICES</u>	<u>8,206,358.70</u>	<u>8,679,380.00</u>	<u>(473,021.30)</u>	<u>11,299,762.00</u>
Salaries - Administration	338,579.98	346,300.00	(7,720.02)	450,186.00
Salaries - Direct	6,180,882.00	6,636,542.00	(455,660.00)	8,627,507.00
Salary Allocations	0.00	0.00	0.00	0.00
Employee Benefits - Administration	106,424.81	103,491.00	2,933.81	134,543.00
Employee Benefits - Direct	1,206,002.17	1,146,931.00	59,071.17	1,491,014.00
Computer Operation and Maint	23,641.82	16,695.00	6,946.82	22,264.00
COVID	18,178.46	0.00	18,178.46	0.00
Depreciation	41,728.41	30,753.00	10,975.41	41,000.00
Equipment - Repairs & Maintenance	0.00	2,952.00	(2,952.00)	3,940.00
Equipment - Replacements	0.00	5,247.00	(5,247.00)	7,000.00
Fall Prevention	19,860.52	12,447.00	7,413.52	16,600.00
Fall Prevention - Prov Subsidy	(8,587.44)	(12,447.00)	3,859.56	(16,600.00)
High Intensity Needs	9,000.03	22,500.00	(13,499.97)	30,000.00
High Intensity Needs - Non Claims Based	8,328.88	29,538.00	(21,209.12)	39,383.00
High Intensity Needs - Prov Subsidy	(20,354.00)	(21,375.00)	1,021.00	(28,500.00)
Incontinent Supplies - (Funded at \$1.20 per diem)	101,036.21	75,735.00	25,301.21	100,985.00
IPAC	68,649.47	88,245.00	(19,595.53)	117,657.00
IPAC MINOR CAPITAL	0.00	0.00	0.00	0.00
Lab Fees	4,335.00	4,878.00	(543.00)	6,500.00
Lab Fees - Prov Subsidy	(3,380.00)	(3,250.00)	(130.00)	(6,500.00)
Medical Director - (0.30 / day)	12,118.00	9,088.00	3,030.00	18,177.00
Medical Nursing Supplies	71,404.56	78,867.00	(7,462.44)	105,154.00
Medication Safety Technology	0.00	0.00	0.00	0.00
Memberships	0.00	747.00	(747.00)	1,000.00
Nurse Practitioner BM Support	0.00	0.00	0.00	0.00
Nurse Practitioner Expenses	132,503.90	142,029.00	(9,525.10)	184,639.00
Nurse Practitioner Provincial Subsidy	(92,133.00)	(92,133.00)	0.00	(122,844.00)
Phys-On-Call - Funded Exp (\$100 / bed)	8,809.45	8,300.00	509.45	16,600.00
Phys-On-Call - Prov Subsidy (\$100 / bed)	(13,322.77)	(12,447.00)	(875.77)	(16,600.00)
RAI / MDS Expenses	71,240.40	90,500.00	(19,259.60)	117,657.00
RAI / MDS Prov Subsidy	0.00	0.00	0.00	0.00
Recoveries	(25,160.83)	0.00	(25,160.83)	0.00
Recoveries - Wages	(11,698.92)	0.00	(11,698.92)	0.00
Surplus Adjustment - Depreciation	(41,728.41)	(30,753.00)	(10,975.41)	(41,000.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>RAW FOOD</u>	<u>524,887.94</u>	<u>499,878.00</u>	<u>25,009.94</u>	<u>666,490.00</u>
Dairy	60,280.94	60,003.00	277.94	80,000.00
Groceries and Vegetables	288,494.37	275,994.00	12,500.37	367,990.00
Meat	159,960.66	150,003.00	9,957.66	200,000.00
Nutrition Supplements	17,149.44	15,003.00	2,146.44	20,000.00
Recoveries	(997.47)	(1,125.00)	127.53	(1,500.00)
<u>FOOD SERVICES</u>	<u>1,126,716.27</u>	<u>1,143,018.00</u>	<u>(16,301.73)</u>	<u>1,487,194.00</u>
Salaries	938,381.78	937,531.00	850.78	1,218,791.00
Salary Allocations	(48,033.20)	(48,038.00)	4.80	(62,443.00)
Employee Benefits	196,723.67	200,000.00	(3,276.33)	260,000.00
Café M	411.40	0.00	411.40	0.00
Computer Operation and Maint	0.00	0.00	0.00	0.00
COVID	840.23	0.00	840.23	0.00
Depreciation	12,822.12	9,747.00	3,075.12	13,000.00
Dietary Supplies	11,817.13	16,911.00	(5,093.87)	22,545.00
Equipment - Operation and Replacement	6,194.74	8,226.00	(2,031.26)	10,960.00
Food Wrap & Disposable Items	7,303.76	8,577.00	(1,273.24)	11,432.00
Purchased Services - BM Staff Support	15,716.96	15,311.00	405.96	19,909.00
Recoveries	(4,273.22)	0.00	(4,273.22)	0.00
Replacement - Dishes/Cutlery	6,768.66	7,497.00	(728.34)	10,000.00
Surplus Adjustment - Depreciation	(12,822.12)	(9,747.00)	(3,075.12)	(13,000.00)
Vending - Net Proceeds	(5,135.64)	(2,997.00)	(2,138.64)	(4,000.00)
<u>HOUSEKEEPING SERVICES</u>	<u>771,529.88</u>	<u>688,839.00</u>	<u>82,690.88</u>	<u>897,064.00</u>
Salaries	596,268.03	546,031.00	50,237.03	709,842.00
Employee Benefits	119,461.76	95,558.00	23,903.76	124,222.00
COVID	0.00	0.00	0.00	0.00
Depreciation	2,690.10	2,250.00	440.10	3,000.00
Equipment - Operation/Maint.	191.23	1,314.00	(1,122.77)	1,750.00
Equipment - Replacements	0.00	3,753.00	(3,753.00)	5,000.00
Furniture - Replacements	0.00	0.00	0.00	0.00
Housekeeping Supplies	55,881.79	41,247.00	14,634.79	55,000.00
Other	0.00	936.00	(936.00)	1,250.00
Recoveries	(272.93)	0.00	(272.93)	0.00
Surplus Adjustment - Depreciation	(2,690.10)	(2,250.00)	(440.10)	(3,000.00)
<u>LAUNDRY AND LINEN SERVICES</u>	<u>228,499.82</u>	<u>221,541.00</u>	<u>6,958.82</u>	<u>289,102.00</u>
Salaries	172,930.47	160,740.00	12,190.47	208,962.00
Employee Benefits	34,571.57	27,969.00	6,602.57	36,360.00
COVID	0.00	0.00	0.00	0.00
Depreciation	5,993.01	1,125.00	4,868.01	1,500.00
Education	0.00	0.00	0.00	0.00
Equipment - Replacements	328.32	1,872.00	(1,543.68)	2,500.00
Equipment Operation/Maint.	1,577.28	1,872.00	(294.72)	2,500.00
Laundry Supplies	14,356.85	17,766.00	(3,409.15)	23,690.00
Recoveries	(2,772.36)	0.00	(2,772.36)	0.00
Replacements	7,507.69	11,322.00	(3,814.31)	15,090.00
Surplus Adjustment - Depreciation	(5,993.01)	(1,125.00)	(4,868.01)	(1,500.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

			over / (under)	
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>BUILDINGS AND PROPERTY MAINTENANCE</u>	<u>803,235.51</u>	<u>834,632.00</u>	<u>(31,396.49)</u>	<u>1,184,736.00</u>
Salaries	209,473.12	205,260.00	4,213.12	266,836.00
Employee Benefits	44,132.39	56,949.00	(12,816.61)	74,032.00
Comprehensive minor capital	2,635.96	0.00	2,635.96	0.00
Computer Operation and Maint	3,205.46	4,923.00	(1,717.54)	6,562.00
COVID	5,738.60	0.00	5,738.60	0.00
Depreciation	609,330.77	596,250.00	13,080.77	795,000.00
Equipment - Operation/Maint.	0.00	0.00	0.00	0.00
Equipment - Replacements	38,612.65	45,000.00	(6,387.35)	60,000.00
Furniture - Replacements	0.00	0.00	0.00	40,380.00
Hydro	94,776.03	120,000.00	(25,223.97)	200,000.00
Insurance	97,916.88	83,273.00	14,643.88	83,273.00
IPAC minor capital	0.00	0.00	0.00	0.00
Natural Gas	49,800.01	49,000.00	800.01	75,000.00
Purchased Services	177,502.21	212,247.00	(34,744.79)	283,000.00
Recoveries	(10,252.44)	0.00	(10,252.44)	0.00
Repairs/Maint./Bldgs./Grounds	74,547.86	74,133.00	414.86	98,853.00
Replacements/Capital	0.00	0.00	0.00	0.00
Resident - Cable System	17,139.79	17,622.00	(482.21)	23,500.00
Resident - Cable/Phone Recoveries	(47,865.89)	(62,775.00)	14,909.11	(83,700.00)
Surplus Adjustment - Depreciation	(609,330.77)	(596,250.00)	(13,080.77)	(795,000.00)
Water / Wastewater	45,872.88	29,000.00	16,872.88	57,000.00
<u>GENERAL AND ADMINISTRATIVE</u>	<u>1,068,281.95</u>	<u>921,720.00</u>	<u>146,561.95</u>	<u>1,170,446.00</u>
Salaries	384,140.58	325,949.00	58,191.58	423,732.00
Salary Allocations	0.00	0.00	0.00	0.00
Employee Benefits	115,864.99	109,669.00	6,195.99	142,566.00
Accreditation	0.00	5,971.00	(5,971.00)	5,971.00
Admin Charges	92,346.03	92,349.00	(2.97)	123,128.00
Advertising/Awards	2,786.57	747.00	2,039.57	5,000.00
Audit	7,738.85	10,350.00	(2,611.15)	10,350.00
Computer Operation and Maint	57,635.71	52,803.00	4,832.71	70,400.00
Conventions	1,615.90	0.00	1,615.90	0.00
COVID	4,310.53	0.00	4,310.53	0.00
Depreciation	22,466.70	18,000.00	4,466.70	24,000.00
Equipment - Maintenance	5,613.54	7,794.00	(2,180.46)	10,392.00
Health & Safety Program	494.08	747.00	(252.92)	1,000.00
HR Charges	79,682.22	79,686.00	(3.78)	106,243.00
Insurance	80,171.37	71,046.00	9,125.37	71,046.00
Insurance Claim Costs	0.00	0.00	0.00	0.00
IT Charges	52,598.25	52,596.00	2.25	70,131.00
Legal & Labour Contract Costs	84,128.62	37,503.00	46,625.62	50,000.00
Loss (gain) of disposal of assets	10,397.31	0.00	10,397.31	0.00
Memberships / Subscriptions	16,610.07	12,582.00	4,028.07	16,770.00
Postage	4,388.21	4,878.00	(489.79)	6,500.00
Printing & Stationery	19,028.11	12,681.00	6,347.11	16,908.00
Purchased Services - From BM	46,092.95	42,031.00	4,061.95	54,641.00
Recoveries - Other	(33,338.72)	(31,538.00)	(1,800.72)	(75,996.00)
Recruiting	0.00	0.00	0.00	0.00
Staff Training	8,555.27	16,623.00	(8,067.73)	22,164.00
Minor Capital	12,998.35	0.00	12,998.35	0.00
Surplus Adjustment - Depreciation	(22,466.70)	(18,000.00)	(4,466.70)	(24,000.00)
Surplus Adjustment - Disposal of Assets	0.00	0.00	0.00	0.00
Telephone	11,155.36	11,250.00	(94.64)	15,000.00
Travel	3,267.80	6,003.00	(2,735.20)	8,000.00
Uniform Allowance	0.00	0.00	0.00	16,500.00
MIRAMICHI LODGE TOTALS	<u>13,408,518.30</u>	<u>13,660,139.00</u>	<u>(251,620.70)</u>	<u>17,869,041.00</u>

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
RESIDENT DAYS	43,910.00	45,318.00	(1,182.00)	60,590.00
<u>NON-SUBSIDIZABLE EXPENSE</u>	<u>313,404.85</u>	<u>313,405.00</u>	<u>(0.15)</u>	<u>627,096.00</u>
Debenture Payment - Interest Only	33,080.93	33,081.00	(0.07)	58,234.00
Surplus Adjustment - Debenture Principal	280,323.92	280,324.00	(0.08)	568,862.00
Surplus Adjustment - Transfer to Reserves	0.00	0.00	0.00	0.00
Transfer to Bonnechere Manor	0.00	0.00	0.00	0.00
<u>SURPLUS ADJUSTMENT</u>	<u>309,291.74</u>	<u>527,697.00</u>	<u>(218,405.26)</u>	<u>703,600.00</u>
Surplus Adjustment - Capital Purchases	309,291.74	527,697.00	(218,405.26)	703,600.00
GRAND TOTAL EXPENDITURE	14,031,214.89	14,501,241.00	(470,026.11)	19,199,737.00

COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023

	over / (under)			
	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>VARIANCE</u>	<u>FULL YEAR BUDGET</u>
<u>MUNICIPAL SUBSIDY</u>	<u>1,416,969.72</u>	<u>1,416,978.00</u>	<u>(8.28)</u>	<u>1,889,293.00</u>
City of Pembroke -30.63%	467,600.22	467,604.00	(3.78)	623,467.00
County of Renfrew - 69.37%	949,369.50	949,374.00	(4.50)	1,265,826.00
<u>RESIDENTS REVENUE</u>	<u>3,112,117.62</u>	<u>3,048,165.00</u>	<u>63,952.62</u>	<u>4,064,219.00</u>
Bad Debt (Expense) / Recovery	0.00	0.00	0.00	0.00
Basic Accommodation	2,536,997.01	2,451,753.00	85,244.01	3,269,000.00
Bed retention	0.00	0.00	0.00	0.00
Estate Recoveries - Municipal	0.00	0.00	0.00	0.00
Estate Recoveries - Provincial	0.00	0.00	0.00	0.00
Preferred Accommodation	555,314.97	593,415.00	(38,100.03)	791,219.00
Preferred Accommodation - HIN Claims	7,536.00	0.00	7,536.00	0.00
Preferred Accommodation - Prov COVID Reimbursement	0.00	0.00	0.00	0.00
Respite Care	12,269.64	2,997.00	9,272.64	4,000.00
<u>OTHER REVENUE</u>	<u>175,683.53</u>	<u>37,350.00</u>	<u>138,333.53</u>	<u>49,800.00</u>
Donations	0.00	0.00	0.00	0.00
Donations In Kind	0.00	0.00	0.00	0.00
Interest Income	175,683.53	37,350.00	138,333.53	49,800.00
<u>GRANTS & SUBSIDIES</u>	<u>9,229,476.14</u>	<u>9,528,557.00</u>	<u>(299,080.86)</u>	<u>12,492,825.00</u>
Prov Revenue - 4hrs care - Nursing Staff Supplement	288,157.65	1,653,320.00	(1,365,162.35)	1,991,636.00
Prov Revenue - 4hrs care - Staff Supp Allied Health	210,702.00	197,073.00	13,629.00	262,760.00
Prov Revenue - Clinical Decision Making	20,000.00	0.00	20,000.00	0.00
Prov Revenue - COVID - Incremental costs	384,700.00	0.00	384,700.00	0.00
Prov Revenue - COVID - Lost Rev Advance	13,951.00	0.00	13,951.00	0.00
Prov Revenue - COVID - PSW Wage Enhancement	651,635.00	391,068.00	260,567.00	521,429.00
Prov Revenue - RHWB	21,654.00	0.00	21,654.00	0.00
Prov Revenue - Debenture Subsidy	470,322.00	470,322.00	0.00	627,096.00
Prov Revenue - ICIIP	60,239.20	0.00	60,239.20	0.00
Prov Revenue - Medication Safety	109,629.64	0.00	109,629.64	0.00
Prov Revenue - Operating Subsidy - Accreditation	16,662.00	16,362.00	300.00	21,816.00
Prov Revenue - Operating Subsidy - Equalization	130,869.00	130,869.00	0.00	174,492.00
Prov Revenue - Operating Subsidy - Global LOC	339,900.00	343,746.00	(3,846.00)	458,333.00
Prov Revenue - Operating Subsidy - HIN NPC	30,293.00	29,988.00	305.00	39,984.00
Prov Revenue - Operating Subsidy - Nursing & Personal Care	4,766,118.25	4,878,444.00	(112,325.75)	6,517,967.00
Prov Revenue - Operating Subsidy - Other Accomodation	176,314.00	97,380.00	78,934.00	129,837.00
Prov Revenue - Operating Subsidy - Pay Equity	16,920.00	16,920.00	0.00	22,560.00
Prov Revenue - Operating Subsidy - Program & Support Services	563,471.00	565,530.00	(2,059.00)	755,591.00
Prov Revenue - Operating Subsidy - PSW / Behavioural Support	33,030.00	33,030.00	0.00	44,040.00
Prov Revenue - Operating Subsidy - PSW return of service	7,000.00	0.00	7,000.00	0.00
Prov Revenue - Operating Subsidy - RAI/MDS	67,254.00	66,348.00	906.00	88,464.00
Prov Revenue - Operating Subsidy - Raw Food	532,272.00	499,860.00	32,412.00	666,480.00
Prov Revenue - Operating Subsidy - RN	79,506.00	79,506.00	0.00	106,008.00
Prov Revenue - Support Prof Growth	32,755.40	16,623.00	16,132.40	22,164.00
Prov Revenue - Comp Minor Capital	51,146.00	0.00	51,146.00	0.00
Prov Revenue - IPAC Lead	40,722.00	0.00	40,722.00	0.00
Provincial Revenue - IPAC	114,253.00	42,168.00	72,085.00	42,168.00
<u>SURPLUS ADJUSTMENT</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>703,600.00</u>
Surplus Adjustment - Trf from Reserves	0.00	0.00	0.00	703,600.00
GRAND TOTAL REVENUES	13,934,247.01	14,031,050.00	(96,802.99)	19,199,737.00
Municipal Surplus / (Deficit)	(96,967.88)	(470,191.00)	373,223.12	0.00
less: Depreciation	(697,867.55)	(660,969.00)	(36,898.55)	(881,292.00)

**COUNTY OF RENFREW
TREASURER'S REPORT - MIRAMICHI LODGE
September 2023**

	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>over / (under)</u> <u>VARIANCE</u>	<u>FULL YEAR</u> <u>BUDGET</u>
add: Transfer to Reserves	0.00	0.00	0.00	0.00
less: Transfer from Reserves	0.00	0.00	0.00	(703,600.00)
less: Disposal of Assets	0.00	0.00	0.00	0.00
add: Capital Purchases	309,291.74	527,697.00	(218,405.26)	703,600.00
add: Debenture Principal	280,323.92	313,405.00	(33,081.08)	627,096.00
ADJ Surplus / (Deficit)	(205,219.77)	(290,058.00)	84,838.23	(254,196.00)

COUNTY OF RENFREW

BY-LAW NUMBER _____

**A BY-LAW TO ENTER INTO A LEASE AGREEMENT WITH
BRENDA KINCAIDE, FOOT CARE SERVICE PROVIDER**

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

AND WHEREAS the Corporate of the County of Renfrew deems it desirable to enter into an amended agreement with Brenda Kincaide, Foot Care Service Provider for the lease of lands and premises owned by the County of Renfrew.

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

1. The agreement marked as Schedule "1" attached to and made part of this by-law shall constitute an agreement between the Corporation of the County of Renfrew and Brenda Kincaide, Foot Care Service Provider.
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 By-law 106-19 is hereby repealed.
4. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 29th day of November 2023.

READ a second time this 29th day of November 2023.

READ a third time and finally passed this 29th day of November 2023.

PETER EMON, WARDEN

CRAIG KELLEY, CAO/CLERK

- 3.02 Tenant shall pay to Landlord all goods and services taxes, sales taxes, value-added taxes and any other existing or future taxes of a similar nature imposed by any governmental authority with respect to any amount payable by Tenant to Landlord under this Lease or in respect of the rental of space hereunder, calculated in accordance with the legislation applicable thereto. All such taxes shall be payable by Tenant at the same time as the amounts for which such taxes are imposed are payable to Landlord under this Lease, or on demand at such other time or times as Landlord from time to time determines.
- 3.03 In each and every year during the Term, the Tenant shall pay as Additional Rent, discharge within fifteen (15) days after they become due, and indemnify the Landlord from and against payment of, and any interest or penalty in respect of every tax, license fee, rate, duty and assessment of every kind with respect to any business carried on by the Tenant in the Premises or by any subtenant, licensee, concessionaire or franchisee or anyone else, or in respect of the use or occupancy of the Premises by the Tenant, its subtenants, licensees, concessionaires or franchisees, or anyone else (other than such taxes as income, profits or similar taxes assessed upon the income of the Landlord).

SECTION IV USE OF PREMISES

- 4.01 The Tenant shall use the Premises for **Footcare Services** and for no other purpose. Nothing herein shall be so interpreted as to imply that this Lease is conditional upon the Tenant obtaining any permits or licenses for the exploitation of such business from any municipal, provincial or other authority.
- 4.02 The Tenant shall not use any part of the Land or Building for any purpose other than as may be designated by the Landlord. In particular, (i) the designated parking areas will not be used by the Tenant for any purpose other than the parking of vehicles, (ii) vehicles will not be parked in any areas other than designated parking areas, and (iii) shipping and receiving areas will not be used by the Tenant for any purpose other than shipping and receiving goods to and from the Premises. No outside storage is permitted.
- 4.03 The Tenant shall conduct its business in compliance with the conditions outlined in Appendix A – Service Agreement.

SECTION VI ASSIGNMENT AND SUBLETTING

- 6.01 The Tenant shall not assign this Lease or sublet the Premises or any part thereof or allow the Premises or any part thereof to be used by another.

SECTION VII TENANT CARE

- 7.01 Throughout the Term, Tenant shall maintain and keep the Premises, including all repairs, replacements, modifications, installations, alterations, additions and improvements thereto, in good order and condition and shall perform all repairs and replacements which may be required thereto, the whole notwithstanding any provision of law to the contrary.
- 7.02 The Tenant shall not bring into the Building any machinery, equipment, article or thing that by reason of weight or size might cause damage thereto and in no event shall Tenant overload the floors of the Building.
- 7.03 The Tenant shall not place any debris, garbage, trash or refuse or permit the same to be placed or left in or upon any part of the Building outside of the Premises or upon the Land except in the areas designated by the Landlord from time to time for such purposes. All such matter shall be placed in waste-containers which must be approved by the Landlord; the Tenant shall be responsible for the cost of all such containers, their handling, and the disposal of all said matter. Tenant shall not keep or display food or merchandise outside the Premises. Tenant shall not cause any blockage or obstruction of the drains within or about the Premises and shall furthermore be responsible for the immediate remedying of

Initials	
Landlord	Tenant
	BK

any such blockages or obstructions. Tenant shall not permit any odours, noise or vibrations to emanate from or be produced beyond the Premises.

- 7.04 At the expiration or sooner termination of this Lease, Tenant shall return the Premises to Landlord in the state and condition in which they are to be maintained and repaired as herein provided.

SECTION VIII **REPAIRS, ALTERATIONS, ADDITIONS AND IMPROVEMENTS**

- 8.01 The Tenant accepts the Premises in their current "as is" state and condition, the Landlord not being obliged to effect any improvements or alterations thereto. The Landlord shall permit the Tenant to tender for and complete, at the Tenant's sole cost and expense such Leasehold Improvements to the Premises as the Tenant may consider necessary from time to time, subject to the prior written consent of the Landlord, which consent shall not be unreasonably withheld or delayed. No Leasehold Improvements shall be made to the Structure unless the Tenant has obtained specific approval from the Landlord therefore.

SECTION IX **ACCESS TO PREMISES**

- 9.01 The Landlord, its agents and representatives may enter the Premises at all reasonable times (and at any time during an emergency) to examine their condition and to view their state of repair or otherwise and Tenant covenants to repair according to notice.

SECTION X **COMPLIANCE WITH LAWS AND INDEMNIFICATION**

- 10.01 The Tenant will not do or permit anything to be done in, upon or about the Premises or bring or keep anything therein which will in any way conflict with the regulations of the fire, police or health department or with the rules, regulations, by-laws, ordinances or laws of the municipality in which the Buildings is situated, the applicable urban community (if any), or any governmental authority having jurisdiction over the Premises or the business conducted therein, all of which the Tenant undertakes to abide by and conform to.

The Tenant covenants and agrees that it will indemnify and hold harmless the Landlord, its agents and contractors from and against any penalty imposed for or damage arising from the breach of any such rules, regulations, by-laws, ordinances or laws by the Tenant or those for whom the Tenant is responsible.

- 10.02 The Tenant shall ensure that all activities at the Premises are in strict compliance with all Environmental Laws. For the purposes hereof: "Environmental Laws" means any law or instrument having the force of law, and any policy or guideline issued by any governmental authority responsible for the protection of or control of the environment.

- 10.03 The Tenant shall pay to the Landlord any extra premiums of insurance that the company or companies insuring the Land and Building may exact in consequence of the business carried by the Tenant, of anything brought into or stored in the Premises by the Tenant, or of the Tenant's operations. The Tenant shall furthermore protect the Landlord from claims made by other tenants in the Building in consequence of their insurance rates being increased as a result of such causes.

The Tenant shall in no event bring into or store in the Premises anything which may make any insurance carried by the Landlord subject to cancellation.

- 10.04 The Tenant shall comply with the requirements of all insurance companies having policies of any kind whatsoever in effect covering the Land and Building. In no event shall any inflammable materials or explosives (except to the extent required by the Tenant to carry on its business and then only as permitted by Landlord's and Tenant's insurers) be taken into or maintained within the Premises.

Initials	
Landlord	Tenant
	BK

- (b) if the Tenant shall be declared dissolved, bankrupt or wound-up or shall make any general assignment for the benefit of its creditors or take or attempt to take the benefit of any insolvency, winding-up or bankruptcy legislation or if a petition in bankruptcy or in winding-up or for reorganisation shall be filed by or granted against the Tenant or if a receiver or trustee be appointed for or enter into physical possession of the property of the Tenant, or any part thereof;
- (c) if the Tenant shall default in the performance of any of its other obligations under this Lease including, without limitation, the obligation to pay business and water taxes in a timely manner, or fail to effect any payment that may result in a charge, lien, encumbrance or other right on the Land, Building or Premises or the property located therein or shall violate any of the rules and regulations established by the Landlord and such default continues for five (5) days following receipt of written notice thereof;

this Lease may be terminated at the option of the Landlord upon written notice to the Tenant to such effect. It is expressly agreed that such right of termination shall be in addition and without prejudice to all other rights and recourses as provided by law or herein, the Landlord may re-enter and re-let the Premises to whomsoever it may choose without further notice or demand being necessary and may recover from the Tenant all amounts due hereunder at the date of such termination and as liquidated damages, an amount equal to the Rent payable hereunder to the end of the Term.

SECTION XIV

ADDITIONAL PROVISIONS

14.01 Additional Provisions

- (a) **Late Payments:** the acceptance by the Landlord of any postdated cheque or money owing for Rent or additional rent after its due date is to be considered as a mode of collection only, without novation of, nor derogation from, any of Landlord's rights, recourses and actions in virtue of this Lease which demands punctual payment of all obligations.

All sums owing by Tenant under this Lease not paid when due shall thereafter bear interest at a rate equivalent to five percent (5%) per annum above the prime lending rate of the Toronto-Dominion Bank from time to time in effect.

- (b) **Registration of Lease:** The Tenant will not register this Lease or any extract or summary thereof against title to the lands.
- (c) **Prior Agreement:** the present Lease cancels and supersedes all prior leases and agreements, written or otherwise, entered into by the Landlord and the Tenant regarding the Premises leased hereunder. This Lease and such rules and regulations as may be adopted and promulgated by the Landlord from time to time constitute the entire agreement between the parties
- (d) **Confidentiality:** The contents, terms and conditions of this Lease shall be kept strictly confidential by the Tenant and Landlord, until such time as the Lease is made public pursuant to the requirements of the *Municipal Act* (Ontario) governing the Tenant.
- (e) **Right to Terminate:** During the term of this lease or any renewal, and notwithstanding anything contained in this lease or any renewal, either party may give the other three (3) months notice of its intention to terminate this lease or renewal. Upon the expiry of said three (3) months, the tenant shall peaceably surrender and yield up to the landlord, and the landlord shall take possession of the premises, whereupon this lease or renewal shall be terminated.

Initials	
Landlord	Tenant
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SECTION XV


MORTGAGES AND SUBORDINATION

15.01 This Lease and all rights of Tenant hereunder shall be subject and subordinate at all times to any and all underlying leases, mortgages, hypothecs, deeds of trust or other security interests affecting the Land and Building which have been executed or which may at any time hereafter be executed, and any and all extensions and renewals thereof and substitutions therefore. Tenant agrees to execute any instrument or instruments which Landlord may deem necessary or desirable to evidence the subordination of this Lease or to cede priority of its registration to any or all such underlying leases, mortgages, hypothecs, deeds of trust or other security interests.

IN WITNESS WHEREOF, the parties have signed these presents at the place first hereinabove mentioned



Witness



Mike Blackmore
Director of Long-Term Care, Miramichi Lodge

Witness

Peter Emon
Warden

Witness

Craig Kelley
Chief Administrative Officer/Clerk



Witness

• (Tenant)
Per: 

Witness

Per: _____

Initials	
Landlord	Tenant
	BK

**COUNTY OF RENFREW
ADMINISTRATION REPORT**

TO: Health Committee
FROM: Craig Kelley, Chief Administrative Officer/Clerk
DATE: November 15, 2023
SUBJECT: Department Report

RESOLUTION

1. **2024 Budget**

Recommendation: THAT the Health Committee directs staff to bring the Business Plan(s) for all relevant divisions under the purview of the Health Committee to the 2024 Budget Workshop and planning meetings, including any suggested revisions or conceptual projects or areas of concentration.

Background

Engaging elected leaders in the budget process is a critical component of transparent and accountable governance. In order to foster a more inclusive and effective decision-making process, it is imperative to actively involve members of the standing committee. By including an interactive discussion regarding the budgetary discussions, we not only ensure that public funds are allocated in alignment with the needs and priorities of the community but also promote a sense of ownership and responsibility among elected representatives. This collaboration between executive and legislative branches can lead to more informed, well-rounded budget decisions that better serve the interests of the people. Elected leaders, as representatives of the public, offer a unique perspective on the needs and priorities of the citizens of Renfrew County. Active participation in shaping the allocation of public funds can offer insight, and possibly highlight potential pitfalls, unanticipated consequences, or areas where budgetary resources may be better utilized.

Attached as HC Appendix-I is a compendium of 2023 highlights from this Department under the terms of reference for this Committee, along with a description of proposed areas of concentration in 2024. Committee members are encouraged to review the report and participate in a facilitated presentation during the meeting.



County of
Renfrew
Ontario . Canada

Experience Our History, Share Our Future!

2024

Business Plan

Emergency Services/Paramedic Service



DEPARTMENT OVERVIEW

The County of Renfrew spans from the northern tip of Algonquin Park all the way to Canada's Capital; a vast landscape that our Service is proud to serve. Across the County of Renfrew, there are more than 900 lakes, four major rivers, and 17 municipalities, which help to make up the largest geographic county in the Province of Ontario. From the beautiful rural scenery to the vibrant local neighbourhoods, the primary response area is estimated to be over 15,000 square kilometres.

In 2001, the Province of Ontario amended the Ambulance Act transferring the responsibility for the provision of Ambulance Service (contemporarily known as Paramedic Service) to upper-tier municipalities. Since then, the County of Renfrew Paramedic Service has become recognized as a best in-class model of suburban and rural paramedic care in Ontario. This sophisticated model of care was initially developed to serve the County of Renfrew, but it has since been adopted by many provinces, states, and countries around the world. It has been fundamental to the development for systems of care in other services. Our Paramedic Service has built this model of care through the innovative practice that focuses on improving community-based paramedic services. Accordingly, residents in our county can rely on paramedics for consistent and accessible healthcare 24/7. The paramedics are equipped to provide versatile services such as expert assessment, diagnosis, treatment, system navigation, and care coordination.

Additionally, this model of care is committed to evidence-based practice, extensive professional development, the promotion of employee well-being, and collaborative labour management relations. It has been informed through the collection of local data, which ranges from operational, clinical, and health system sources. One of the core principles for this model is to ensure information is dispersed at a municipal level, as well as integrated across health, social service, and public safety agencies. Moreover, the model of care is patient-centered, and patient informed. To achieve clinical excellence means to advocate for patient safety and well-being. It also encompasses leadership in technological integration and research. Across the County of Renfrew, the Paramedic Service prioritizes community collaboration in an effort to continuously develop effective services. This is accomplished through alternate health care pathways, interdisciplinary care coordination and providing care at home. Subsequently, patients are able to access the care they need.

MISSION

The Paramedic Service provides care to the residents and visitors of the region to promote a healthy community.

It provides integrated health services, throughout the community that preserve quality of life, improve health, and promote safety. Paramedic Service staff apply best practices to the provision of effective and timely emergency response services.

911 Operations

The fundamental business of the Paramedic Service is to respond to the evolving safety needs of our community. To meet our vision statement “to improve the quality of life of residents and visitors,” our Service continually strives for excellence, which includes response reliability, clinical performance, economic efficiency, and client satisfaction. Currently, there are approximately 200 individuals employed with the County of Renfrew Paramedic Service. This total consists of the leadership team, frontline paramedics, supportive staff, and administrative staff. Each one of these individuals are indispensable to our operations. Over the years, the County of Renfrew Paramedic Service has identified healthcare gaps and adapted its response model to meet community needs.

Sierra Team

In addition to the daily operations, our Paramedic Service has enhanced its ability to provide effective needs-based services through special operations. These community programs and specialty teams aim to offer expert service for the isolated regions and vulnerable populations that reside within our rural communities.

Community Programs

COMMUNITY PARAMEDIC RESPONSE UNIT (CPRU)

Our model of suburban and rural paramedic care allows us to lead the way as a pioneer of Community Paramedicine. Our Community Paramedic Program maintains a 24/7 non-urgent 1-844 hotline for anyone in the public seeking health advice, remote monitoring, support, and a non-acute response to reduce the incidence of hallway medicine and 911 calls. Importantly, Community Paramedics provide care through the use of Clinical Practice Guidelines for assessment, treatment and point-of-care interventions such as blood testing, vaccinations, swabs, ultrasound and urinalysis. This eliminates wasted time, money, mileage, and patient frustration. This highly efficient system is electronically integrated with other health service providers in our communities. The Community Paramedic Program serves vulnerable populations across remote regions of the County with over 2000 enrolled patients who receive regular home visits and assessments by Community Paramedics. Vulnerability is determined from a variety of factors including social or geographical isolation, financial vulnerability, multiple comorbidities, and limited or no access to a primary care provider. Vulnerable persons are identified through a various means, including primary care providers, social agencies, wellness clinics, and identification of frequent users of 911 and Emergency Department resources.

Community Paramedics for Long Term Care

Being situated throughout the community, paramedics are ideally positioned to provide high-quality, in-home monitoring of patients with complex medical issues, maximizing program efficiency. In 2020 and 2023, the Ministry of Health and Long-Term Care announced a more permanently funded integration of Community Paramedicine with regional long-term care planning. The Service advocated for this program for Renfrew County due to the long-term care

wait lists, overall pressure on the healthcare system, cost savings, and the desire of many residents to remain in their home longer.

Palliative Care

In March 2020, the COVID-19 response sparked a conversation about patients who require a palliative approach to care. Following County-level discussions, a Palliative Care Coordinator with Home & Community Care Support Services, a Palliative Consultant from the Regional Palliative Consultation Team, Community Paramedics, and local primary care physicians all came together to formulate a system to respond to the needs of the community. Thus, the Palliative Care Program was developed and launched in the fall of 2020. The goal of this program is to educate healthcare providers and the community that there is an alternative to calling 9-1-1 if something changes in a palliative patient's condition. Once connected to the program, patients and families have 24/7 access to the 1-844 non-emergency number to contact community paramedics. Our paramedics work alongside other palliative care providers to help patients navigate the healthcare system, and receive the care they desire, while simultaneously maintaining their palliative care wishes. Since implementation, we have had approximately 199 patient interactions involving patients with a palliative approach to care. As indicated in the diagram below, 61% of the patients preferred that their place of death was at their home. With the collaboration of our paramedics and other palliative care providers, 59% of patients were managed appropriately at home instead of being transported to the hospital.

Remote Patient Monitoring

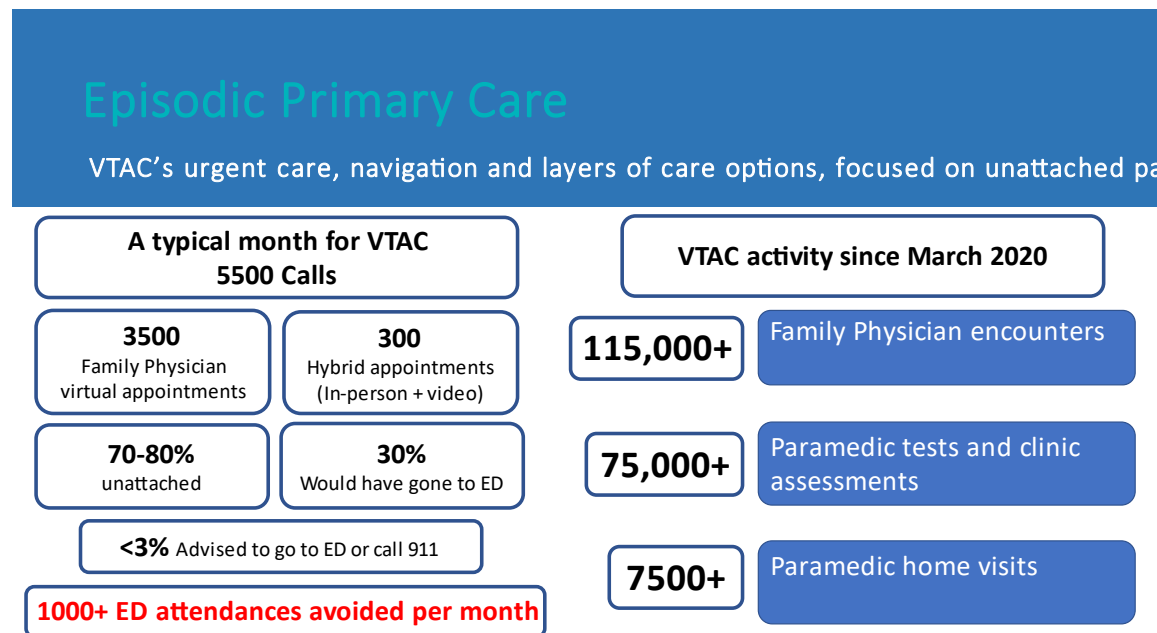
Remote Patient Monitoring provides community paramedics and identified healthcare providers with biometric data measurements and alerts when there are changes in their patient's health condition. With the Community Paramedicine for Long-Term Care funding, the Service has the capacity to remotely monitor up to 150 patients' biometric data. This includes blood pressure, weight, heart rate, oxygen saturation, blood glucose, and temperature. Currently, there are approximately 135 patients remotely monitored, and this number continues to increase each day. There is an average of 20 to 30 alerts a day where a Community Paramedic reviews the file, contacts the patient, and conducts an assessment.

Renfrew County Virtual Triage and Assessment Centre

This investment demonstrates the impact that Community Paramedicine is having on the healthcare system and reinforces the fact that Community Paramedicine is part of the answer. The healthcare system is under pressure and as a result, there is an increased demand for the services paramedics can offer. Community Paramedics have consulted and continue to consult with the Renfrew County Virtual Triage and Assessment Centre for patients who do not have a primary care provider or cannot be supported by their current primary care provider in a timely manner. This has been a tremendous success for the Service, the County, and in particular, the community. There is currently an unmet demand for primary care providers across Ontario.

There are over 30,000 people in the County of Renfrew without access to a primary care provider. That represents over 30% of the population being unattached from primary care, the majority of whom are vulnerable senior citizens whose only option to access medical care is to call 911 or present to an emergency department. As a result, the already overburdened health care system is under increasing pressure. The continuation and expansion of the services offered through RCVTAC is a model of care that offers an effective, timely and cost-effective alternative model of care.

The Renfrew County Virtual Triage and Assessment Centre is a primary care solution to reduce the demand for Emergency Departments and provide Renfrew County residents, who do not have a family physician or cannot readily access their family physician, with the appropriate level of care to address their health concerns (including concerns related to COVID).



Assessment Centers

Clinical Assessment Centers are the “hands-on” component of RC VTAC (Renfrew County Virtual Triage and Assessment Centre) where clinical paramedics and administrative staff manage the public access COVID-19 testing, as well as clinical assessments of patients who require a physical interaction with health care professionals. Clinical paramedics and RC VTAC physicians work closely together to develop appropriate care plans to treat patients who are assessed at the various sites throughout Renfrew County. The sites are distributed throughout Renfrew County in fixed locations (Pembroke, Renfrew and Arnprior) and through a mobile outreach program (currently Deep River, Barry’s Bay, and Horton). Clinical Assessment Centers provide access to high quality clinical care for urgent health issues which do not require going to a hospital emergency department. The sites are especially effective at providing access to healthcare for patients who do not have a primary care provider (family physician or nurse practitioner). The Clinical Assessment Center program is on track to have provided more than 3000 clinical paramedic assessments during the 2022 calendar year and is well positioned to expand access to more patients in Renfrew County.

2023 ACHIEVEMENTS

- The Service has increased staffing hours to provide an additional 24 hours of service to the County of Renfrew each day.
- The Service has successfully achieved funding for dedicated offload staffing to alleviate offload delay, concentrating on partnerships with area hospitals to improve patient flow.
- The Service has supported the Development and Property Department to secure a new Paramedic Base in the Eganville area community. Permanent funding for RC VTAC was achieved.
- AMPDS coming to Central Ambulance Communications Centre for a 2024 implementation.
- The Department has completed a Management Structure reorganization to position the Department and Service for future excellence.
- Achieved permanent funding for RC VTAC.
- A novel physician funding agreement for virtual care RC VTAC physicians.
- An agreement with the Petawawa Family Health Care Team to administer the Integrated Virtual Care (IVC) component of the RC VTAC program to provide attachment for previously unattached patients and provide physician services to the VTAC and IVC program.
- Formed a new Community Health Programs Advisory Committee (CHPAC) consisting of representatives from different institutions and areas of relevance within the broader health care system. CHPAC operates as an ad-hoc committee of the County of Renfrew’s Health Committee - a standing committee of County Council – to offer their diverse, relevant, and extensive perspectives on health care leadership experience.
- Mental Health, Addictions and Homelessness Hub Terms of Reference is established.

- Conducted an Emergency Management review and exercise and case study with the Emergency Management Program Committee (Health Committee).

2024 CONSIDERATIONS AND OPPORTUNITIES

- Improve Patient Flow - Dedicated offload staffing plan at PRH & RVH and ARH staffing.
- Improve response capacity - Operational 911 continue with approved service level.
- Improve system optimization - Commander in dispatch – AMPDS implementation.
- Improve system design - Compression between commanders – deputies and chief.
- Improve labour relations - Collective bargaining pressures.
- Expand RCVTAC services to meet population demands.

2024 PROPOSED PROJECTS

- Open Eganville Base, assess operations.
- Improve Access Care Mental Health, Addictions and Homelessness Hub Plan
- Continue work on the Mobile Mental Health, Addictions and Homelessness Hub.
- Strengthen relationships with the Ontario Health Teams in the region.
- Strengthen community resilience through an application for an Emergency Preparedness Grant to improve readiness and response capabilities for flood and natural disaster mitigation and recovery.

2024

Business Plan

Bonnechere Manor, Miramichi Lodge

Director of Long-Term Care



DEPARTMENT OVERVIEW

The County of Renfrew and the City of Pembroke, through a joint agreement and under the direction of the Health Committee and County Council, provides the services to meet the needs of the residents in two long-term care homes; Bonnechere Manor in Renfrew and Miramichi Lodge in Pembroke.

Bonnechere Manor was established in 1958 on the original site of 782 Raglan Street South with 266 beds, and redeveloped in 1995 with 180 beds at the current location of 470 Albert Street in Renfrew. Miramichi Lodge was established in 1969 on the original site of 400 Bell Street with 166 beds, and redeveloped in 2006 maintaining the 166 beds at the current location of 725 Pembroke Street West in Pembroke.

The Homes operate under the direction of the Director of Long-Term Care/Administrator and is subject to comply with the Fixing Long-Term Care Act, 2021, and the Ministry of Long Term Care as the primary regulator. The Homes have an annual budget in excess of \$37 million and employ approximately 500 staff. The Homes continue to set annual goals and priorities through annual Operational Plans and the 2018 to 2024 Strategic Plan.

The Homes provide 24-hour nursing and personal care, nutritious meals and snacks, activation and recreation, rehabilitation, palliative and pastoral care, housekeeping, laundry and administrative support. The most recent data on the profile of residents in the Homes identifies the average resident is 82 years old. The resident population presents a wide range of health challenges requiring nursing care that includes considerable assistance with personal care. More specialized care, such as intravenous therapy, complex wound care, palliative care, and dementia care, are performed at an expert level in collaboration with the inter-professional care team. Care delivery is predicated on the belief that the personhood of the resident takes precedence over any particular diagnosis.

Our Mission is:

With a person-centred approach, Bonnechere Manor/Miramichi Lodge is a safe and caring community to live and work

2023 ACHIEVEMENTS

In 2023, the County of Renfrew Long-Term Care Homes, Bonnechere Manor and Miramichi Lodge, successfully achieved the first joint accreditation with Accreditation Canada, defending the highest of all ratings previously achieved as individual Homes, **Accredited with Exemplary Standing**. This accreditation not only reflects the quality of our work but also the trust and confidence that our residents and families place in us. We can take immense pride in knowing that our contributions have made a meaningful impact on the reputation of our Homes and the care that our residents receive. This is a result of not only the professionalism and dedication of our staff, but also the invaluable support from our community – residents, family members, volunteers, Resident and Family Councils, Auxiliary, Foundations, and elected officials.


The high standards practiced to maintain our buildings were also key components toward receiving our accreditation award. The 2023 Bonnechere Manor capital budget projects included the completion of the multi-year roofing project, the upgrade to the HVAC system, and the replacement of the commercial laundry washer. Miramichi Lodge capital budget projects included upgrades to the generator, the nurse call system, and the hydronic distribution system.

The Fixing Long-Term Care Act, 2021 (FLTCA) requires long-term care homes to have specific emergency plans in place and Administrators to annually attest to the fact that these requirements are being met. This past year, all applicable emergency plans were tested and reviewed.

Over the past year, we successfully recruited several new allied healthcare positions. We added an additional full-time Nurse Practitioner (NP), creating a full-time NP position at each Home, as well as one full-time social worker per Home, and one full-time Infection Prevention and Control (IPAC) Lead per Home. Each of these positions greatly enhances our in-house expertise in ensuring the best possible care outcomes for our residents.

In recognition of the challenges faced with limited health human resources availability, we expanded our healthcare workforce at Bonnechere Manor by collaborating with agency staff, allowing us to meet fluctuating demand effectively. Furthermore, our international recruitment efforts will bring in talented nursing professionals from around the world, enriching our team with diverse skills and experiences. These accomplishments highlight our commitment to providing exceptional healthcare services while continually growing and diversifying our workforce to meet the dynamic needs of our residents.

This past year, enhanced human resources and finance operational efficiencies were realised through the restructuring of existing positions. The result was one Administration Supervisor with a focus on finance and administration and building process consistency for both Homes. In addition, a new Human Resource Coordinator position was created as a dedicated on site resource. Continuing with human resources, we successfully achieved three year Collective



Agreements, negotiated jointly with Bonnechere Manor Canadian Union of Public Employees Local 1508 and Miramichi Lodge Canadian Union of Public Employees Local 3586.

Paused during the pandemic period, both Homes resumed their journey toward achieving Butterfly Model of Care Certification. The world-renowned, person centred model of care emphasizes a feelings based model of care that focuses on understanding and embracing the feelings of our residents diagnosed with dementia. Significant environmental enhancements are now complete on our Butterfly Home Areas including, bright colours, themed and personalized décor and sensory scapes. This past year staff completed a significant portion of training toward Butterfly certification.

2024 CONSIDERATIONS AND OPPORTUNITIES

Strategic Priorities

Fiscal Sustainability – Review and update Asset Management Plan and Long Term Financial Plan Fiscal Sustainability 3.0 version using new assumptions and baselines.

Asset Management Plan and Long Term Financial Plan - In November 2023, the long-term financial plan and asset management plan were reviewed. As identified the continued financing of operating and capital budgets are experiencing unprecedented pressures. The current fiscal environment predisposes the risk for reduction to immediate expenditures and the potential for exponentially increased expense in later years. As both Homes age, it is imperative to maintain a high standard of capital asset management in order to maximize asset longevity in a fiscally sound manner. To this end, it is essential that we engage detailed multi-year financial plans as part of the Council's review process subject to annual updates.

Workforce Development - Collaborate with high schools, colleges and universities to have students with skills that are required.

Health Human Resources – As has been the primary focus for long-term care throughout and beyond the pandemic period, province wide challenges to secure Health Human Resources (HHR) remains equally germane to County of Renfrew Long-Term Care Homes (COR LTCHs). In an effort to bolster recruitment necessary to approach the provincially funded and mandated four hours of care per resident per day, each COR LTCH has engaged in all manners of provincial hiring incentives, such as wage increases, bonuses, training subsidies, and scholarships. In addition to the provincial incentives, the COR LTCHs have spearheaded home grown initiatives such as employee referral bonuses, signing bonuses, Personal Support Worker (PSW) living classrooms and more recently an international recruitment initiative, recruiting twenty PSWs for Bonnechere Manor.

These recruitment and retention efforts have aided to increase staffing numbers. However, it remains a significant challenge to recruit quantities of front line staff necessary to demonstrate the year over year increase in care hours required to qualify for provincial supplemental funding. This is in large part to the significant levels of completion for the same shrinking talent pool. A recent Algonquin College delegation to County Council highlighted this very phenomenon on a local level where once full and multi-intake PSW programs struggled to find enough domestic applicants to proceed. In recognition of the importance of the program to local community health care, the college turned to international student recruitment to augment program numbers resulting in two PSW intakes of increased class sizes for the coming year.

Opportunity exists to build upon initial efforts to recruit international personal support workers, registered practical nurses and registered nurses. Our first attempt at international

recruitment was executed with the assistance of consulting agencies and associated costs. Perhaps there is opportunity to utilize what was learned in the process to facilitate more of the international applications process in house as a cost savings measure.

2024 PROPOSED PROJECTS

Recruitment / Retention

- Continue to develop and implement comprehensive recruitment and retention strategies aimed at attracting applicable skillset employees and increasing employee engagement.
- We must continue to facilitate on site training opportunities for health science students by way of clinical placement and preceptorship opportunities. With the resurgence of student placements realized by Algonquin College and potentially other programs, the time is right to explore the potential reinstatement of the living classroom model for each of our Homes.

First Nations, Inuit, Metis, and Urban Indigenous (FNIMUI) and Equity, Inclusion, Diversity, and Anti-Racism (EIDA-R)

- Aligning with provincial guidance by partnering with Ontario Health, to ensure staff education on understanding Indigenous history, perspectives, cultures and traditions and cultural safety, and the understanding of anti-racist practices and identifying individual and systemic biases that contribute to racism across the health care system.

Butterfly Approach Project

- Continue the ongoing consultancy with Meaningful Care Matters to achieve accreditation for the Butterfly Approach project on the inaugural resident home areas, with the goal to continue the cultural change throughout the Homes.

Promotion of Homes Policy and Procedure Consistency and Alignment

- Continued amalgamation of Bonnechere Manor and Miramichi Lodge policies and procedures through collaborative efforts of respective department heads.
- Implement Surge Learning Policy Professional platform to facilitate access and maintenance.

County of Renfrew Long-Term Care Strategic Plan

- Commence the planning and implementation of the 2025 – 2030 Strategic Plan for the Homes by engaging all stakeholders.