



**City of Kingston  
Report to Council  
Report Number 26-027**

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**To:** Mayor and Members of Council  
**From:** Jennifer Campbell, Commissioner, Community Services  
**Resource Staff:** Casie Keyes, Administrator, Rideaucrest Home  
**Date of Meeting:** December 16, 2025  
**Subject:** Proposed Contract 2025-2028 – Extendicare Canada

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**Council Strategic Plan Alignment:**

Theme: Corporate business

Goal: See above

**Executive Summary:**

Extendicare Canada (Extendicare) was initially retained in 2010 to provide management and consulting support at Rideaucrest Home (Rideaucrest). This contract was adjusted and renewed in 2013, 2016, 2017, 2020 and 2022, maintaining consultation services and policy development in the later revisions.

Since the initial agreement, the contract terms have been adjusted with operational needs and performance objectives of the Home, including Accreditation status from Accreditation Canada in 2016, 2021 and 2023 and a shift in 2017 to a City of Kingston staff member in the position of the Home Administrator.

Staff continue to rely on the use of Extendicare Canada's policy development and resources, recognizing the value they bring to operations. Extendicare's expertise in long-term care regulatory compliance and quality improvement has assisted in the Home's commitment to delivering safe, resident-centered care. Extendicare's evidenced based policy development has enhanced operational efficiency and helped staff navigate complex challenges with confidence. Maintaining the partnership with Extendicare will ensure Rideaucrest Home continues to meet and exceed provincial standards while fostering a culture of excellence and continuous quality improvement. The Options/Discussion section of this report outlines the services that are

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proposed to continue to be provided by Extendicare to ensure ongoing support for daily operations at Rideaucrest Home.

**Recommendation:**

**That** Council direct staff to enter a three-year contract (November 2025 – November 2028) with Extendicare Canada at a cost of \$62,500 per year, with the potential for a one-year extension with a CPI increase in fees for the provision of services at Rideaucrest Home as detailed in Exhibit A of Report Number 26-027.

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**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER

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**Jennifer Campbell,  
Commissioner, Community  
Services**

ORIGINAL SIGNED BY CHIEF

ADMINISTRATIVE OFFICER

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**Lanie Hurdle, Chief  
Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Growth & Development Services	Not required
Neil Carbone, Commissioner, Corporate & Emergency Services	Not required
David Fell, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	
Jenna Morley, City Solicitor	Not required
Ian Semple, Commissioner, Transportation & Infrastructure Services	Not required

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**Options/Discussion:****Background**

In 2013, City Council approved a three-year contract with Extendicare Canada (Extendicare) to provide a qualified Administrator, access to corporate resources and a number of consultants in the long-term care field to work with staff at Rideaucrest. This contract had a two-year extension option under the same terms and conditions, which was approved by Council in early 2016. In 2017 staff reviewed options with Extendicare and determined that it would be best to make changes which required the termination of the existing contract and establishing a new contract with reduced fees. Extendicare supported termination of the contract and establishing a new contract with different terms and fees. The new contract in 2017 included the implementation of a City employee as the Administrator. The 2017 consulting contract was extended in 2020 for a term of two years with an annual fee of \$90,000 (plus applicable taxes) and an option for additional consulting services for \$1,200 per diem. In October 2022, City Council approved a two-year contract with an annual fee of \$117,900 (plus applicable taxes) and an option for additional professional consulting services for \$1,850 per diem. The optional one-year extension was exercised effective November 1, 2024, with a 2% rate increase, increasing the annual consulting fee to \$120,258 (plus applicable taxes).

Rideaucrest has evaluated the requirement of service from Extendicare which excludes the requirement for consulting services and retains the utilization of policy development and implementation as well as quality improvement frameworks. For continuation of services and to align with provisions under the Fixing Long Term Care Act, 2021 Extendicare proposes to provide the services and supports detailed in Exhibit A to Rideaucrest Home.

**Existing Policy/By-Law**

By-Law Number 2022-154 A By-Law to Establish Purchasing Policies and Procedures

**Financial Considerations**

The contract fees would decrease from \$120,258 per year to \$62,500 per year, with the potential for a one-year extension with a CPI increase in fees, for the provision of services at Rideaucrest Home.

The proposed contract fees for this new contract have been included in the 2026 operating budget, developed in accordance with the Mayoral budget direction.

**Contacts:**

Casie Keyes, Administrator, Rideaucrest Home, 613-546-4291 extension 4283

**Other City of Kingston Staff Consulted:**

Laura Rabbie, Administration Manager, Rideaucrest Home

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**Exhibits Attached:**

Exhibit A – Extendicare’s Proposed Services and Supports

## Extendicare's Proposed Services and Supports

### 1. Policies and Procedures

- a. Rideaucrest will be provided with access to Extendicare's all-inclusive suite of Policies through the online portal provided by Extendicare:
  - i. Emergency Planning and Management Manual
  - ii. Environmental Services Manual
  - iii. Infection Prevention and Control Manual
  - iv. Care Manual
  - v. Maintenance Manual
  - vi. Nutrition Care Manual
  - vii. Operations Manual
  - viii. Privacy and Confidentiality
  - ix. Recreation and Volunteer Services Manual
- b. Extendicare may update the Policies from time to time, in its sole discretion. Extendicare will make Owner aware of any changes to the Policies as they become effective and make available any such updated Policies through the online portal.
- c. Education related to any changes to the Policies or introduction of new Policies will be provided by Extendicare through webinars or in-house training sessions if and in such manner as Extendicare deems appropriate.

### 2. User Defined Assessments (UDA)

Rideaucrest will have access to Extendicare's Point Click Care (PCC) library which coincides with Extendicare's long term care policies and procedures. PCC is a web-based program which is accessible from any approved user computer. PCC is Rideaucrest's cloud-based Nursing and Administration Care Delivery Management Program. All resident care delivery and information is documented within this database and available for staff to manage. Upon request, Extendicare will authorize PCC to deposit a copy of Extendicare's UDAs in the Homes instance of PCC for activation.

### **3. Clinical Education, Quality and Risk Management**

Educational materials developed by Extendicare and housed in Surge Learning, including departmental foundational audits. Extendicare does intend for this service to be discontinued; at such time the fee will be pro-rated accordingly.

### **4. Annual Quality Program Tools and Templates**

This section is inclusive of twenty annual program evaluations utilized to ensure that each area reviewed meets program parameters and functional expectations for safety and quality. Complaint log and Critical Incident log templates are also included in these tools.

### **5. Silver Group Purchasing (SGP) Partner Network**

Rideaucrest will continue to have access to the group purchasing power of Extendicare. SGP will conduct an annual review of purchases and provide a compliance report to Rideaucrest. Efficiencies and cost savings can be identified in purchasing through the various signed contracts.

### **6. Pharmacy Services**

Rideaucrest will continue to utilize the Statement of Work for pharmacy services via Medisystem Pharmacy Limited signed and dated November 30, 2022.