



City of Kingston
Information Report to Administrative Policies Committee
Report Number AP-25-018

To:	Chair and Members of the Administrative Policies Committee
From:	Jennifer Campbell, Commissioner, Community Services
Resource Staff:	Casie Keyes, Administrator, Rideaucrest Home
Date of Meeting:	July 10, 2025
Subject:	Rideaucrest Home Report for March – June 2025

Council Strategic Plan Alignment:

Theme: Corporate business

Goal: See above

Executive Summary:

The Administrative Policies Committee serves as the Board of Management for Rideaucrest Home. This is the second report provided to the Rideaucrest Board of Management for 2025. This report includes information on operations of the Home between March 15 – June 15, 2025.

Recommendation:

This report is for information only.

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Authorizing Signatures:

ORIGINAL SIGNED BY COMMISSIONER

Jennifer Campbell,
Commissioner, Community
Services

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

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
Ian Semple, Acting Commissioner, Transportation & Infrastructure Services	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required

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Options/Discussion:

Rideaucrest Home has an average overall occupancy rate of 96.66% to date in 2025. This is below the Ministry of Health and Long-Term Care (MOHLTC) occupancy target of 97% due to long duration outbreak activity in February and March, and time delays in filling beds as a result. The Home is closely monitoring the occupancy rate and will continue to work towards the average 97% MOHLTC target by year-end.

From March 15, 2025 through June 15, 2025, Rideaucrest Home reported a total of ten incidents to the MOHLTC. There were two incidents of falls resulting in hip fractures, one use of glucagon for a hypoglycemic event, two resident to resident interactions, four staff to resident interactions and one disease outbreak of acute respiratory illness (ARI) human metapneumovirus. The ARI disease outbreak was ten days in duration, impacting ten residents and four staff.

The MOHLTC inspectors were in the Home between March 24 – April 1, 2025, reviewing several Critical Incidents relating to three resident falls with injury, two resident to resident interactions and one disease outbreak. The inspection resulted in the Home receiving three written notifications as detailed below:

1. One written notification related to missed hand hygiene opportunities.
2. One written notification related to the incorrect donning of personal protective equipment (PPE) prior to providing care to a resident on enhanced droplet/contact precautions.
3. One written notification surrounding a delay in reporting alleged resident abuse to the MOHLTC of 8 hours.

As a result, all staff have taken this opportunity to build capacity and focus on the basic principles of infection prevention and control, as well as placing additional emphasis on the duty to report alleged incidents of resident abuse immediately. The home had a representative from Kingston Health Science Centre's (KHSC) infection prevention and control hub provide education to staff, residents and families on PPE practices and audits.

The MOHLTC inspectors returned to the Home April 28 – May 2, 2025, to complete an inspection related to two critical incidents. The critical incidents were related to one instance of alleged resident to resident interaction and one hypoglycemic event. As a result of the investigation, the Home was issued one written notification of non-compliance related to the skin and wound care program. The written warning detailed that the Home failed to ensure that a weekly wound assessment was completed as per the legislative requirements. The resident's health status was not impacted by the single missed assessment.

Member association AdvantAge Ontario has created a quarterly dashboard of inspection occurrences and results, enabling members to understand inspection trends and outcomes in homes across the province. The following are some summary highlights from this report from this province wide reporting:

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- There was a total of 685 inspection reports. In these inspection reports, there were a total of 1034 inspection types conducted in 480 homes.
- 241 inspections were conducted in October, 216 in November, and 228 in December.
- A total of 3110 Protocols were used, and 2409 non-compliances were issued.
- The most common Protocol used was IPAC which was consistent with Q3.
- The total number of Proactive Compliance Inspections conducted was 63.
- Of the overall 2409 non-compliances found, the most common Written Notification was for Plan of Care and Compliance Order was for IPAC Program. These findings were also consistent with Q3.
- The most common Non-Compliance Remedied was for Plan of Care.
- A total of 66 Administrative Monetary Penalties were issued.

The Ministry of Labour entered the Home on May 7, 2025 to complete an audit for compliance under the Occupational Health and Safety Act related to the disease outbreak of acute respiratory illness (ARI) human metapneumovirus. There were no findings of non-compliance as a result of this visit.

The South East Health Unit was in the Home on May 21, 2025 to review operations in the main kitchen as well as the coffee shop. There was one area of improvement noted in the report where the inspector noted a gap underneath the receiving door in the main kitchen and recommended the concrete and sweep be repaired/replaced. This work was completed in early June.

As of May 4, 2025 there were 471 people in the community on the wait list for admission to Rideaucrest Home. Of those waiting, 36 are in crisis awaiting immediate placement to long term care in our community. This is down from 81 persons in mid-March.

Quality Initiatives

The Wellness Committee at Rideaucrest Home engaged with the South East Health Unit in March to bring “Boost Your Veggies and Fruit Challenge” to the staff of Rideaucrest Home. The challenge was aimed at encouraging staff to increase their intake of fruits and vegetables in the workplace and at home. In May, the South East Health Unit encouraged the “Move More Walking Challenge” encouraging staff to move more over a two-week period both during and outside working hours. The Wellness Committee also coordinated a pet photo contest, which was a fun competition for staff to show off their beloved ‘fur babies’ to their colleagues. A paint night was hosted for staff on May 1st where a group of staff and guests came together for an evening of creativity and fun. The Committee continues to plan and engage staff in further events.

Each month the Home reviews one of the 11 standard emergency codes and the policies and procedures associated with each code. These exercises are completed to prepare staff, residents and families in the event a live situation presents in the Home. In April the team reviewed Code Orange, which is related to an external emergency disaster. The Home prepares for an event whereby they would have to plan to receive an influx of community members into

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the home due to an external or natural disaster. In May the team reviewed Natural Disasters and Extreme Weather Events which includes reviewing evacuation sites at a distance, as other local resources may well be affected by the same event, and a staff call out exercise to understand the response time of all staff if called from home to attend Rideaucrest in such an emergency. In June the team reviewed Code Grey which indicates loss of critical infrastructure. This code involves 5 different services in the Home: Carbon Monoxide Procedure, Water Supply Procedure, Building Flooding Procedure, Essential Services Procedure and Air Exclusion Procedure.

As the Home prepares for Accreditation Canada to visit in October 2025, residents, families and caregivers were invited to participate in an on-line forum called 'Extendicare – REACH' (Resident and Family Experience Action Council for Homes) designed to give participants information about Accreditation and how they can play a role in the process.

Staff of Rideaucrest Home supported the Corporate Occupational Health Team as they actioned a new initiative to open an Occupational Health Clinic to serve as a resource for staff related to various health and wellbeing challenges. This team has established a clinic setting as a pilot project under the City360 initiative to support staff wellness by performing assessments, direct care, recommendations, health education and/or referral recommendations to other health care providers for further health management. The clinic opened for appointments on April 21, 2025.

Rideaucrest, in conjunction with our contracted services, test the operation and load capacity of all the resident ceiling transfer lifts annually. This ceiling lift load testing generates reports which allow for capital investment planning of the equipment to ensure that resident safety for mobility to and from their bed remains a top priority. This testing ensures that all mechanical functions of the lifts are fully operational, ensuring that staff lifting practices are efficient and that the lifts bear the majority of the load movement and not body mechanics.

The City of Kingston's Facilities Management & Construction Services (FMCS) team conducted a Building Condition Assessments of the Home in 2025. These assessments are essential for evaluating the overall condition of the building, including structural, mechanical, electrical and other critical systems. The information gathered will support Asset Management initiatives, helping to identify necessary repairs, maintenance, upgrades and assess factors such as asset age, condition and replacement costs. This data is instrumental in developing the 15-year capital plan to ensure the continued safety, functionality and longevity of the facility.

The hair salon at the Home was closed for several months due to an unexpected retirement and the subsequent process of stylist recruitment. The Home is pleased to announce that the salon re-opened on May 6th with a very talented and experienced community member who will provide service to our residents on Tuesdays and Wednesdays each week.

The Home hosted their annual staff appreciation week from May 12-16, 2025. Each day a department was thanked for their dedication and contributions to the residents and the Home, and a token of appreciation was shared on each shift daily throughout the week.

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The Corporate IS&T department completed an upgrade to the wireless access points in the Home the week of May 21st. This work was completed to support resident care and activity facilitation throughout all corridors of the Home. The infrastructure was outdated and limiting device functionality essential for smooth communications.

Infection Control/Outbreak

The Home implemented universal masking throughout resident areas of the Home as infections were on the rise in February and March. This PPE initiative continues to be effective when there is an outbreak in the Home or a rise of infections in the community. On April 4th the Home transitioned away from universal masking and communicated with residents, families and staff that it remains a mask friendly environment for those that would like to continue to wear them.

The Infection Control Nurse continues to complete hand hygiene and PPE audits routinely throughout the Home, providing education in the moment when actions are not being performed correctly, and sharing results and information with the team in person and via email. In-person education with the IPAC Hub and Spoke Team from KHSC was coordinated on May 2nd as they work to enhance IPAC practices in community based, congregate living settings.

Financial Considerations

On May 15, 2025 the Provincial Budget was released; for long-term care the focus continues to be the government's commitment to build 58,000 new and upgraded long-term care spaces. Funding confirmation for envelope and level of care was confirmed, with all envelope funding increasing 2%, Nutritional Support being an exception at 2.8% and the Hours of Care funding is increasing 3.1%; this is an incremental \$124K in unbudgeted revenue for the Home in 2025.

The approved 2025 operating budget for Rideaucrest Home contains \$6,852,679 in municipal contribution. As of April 30, 2025, Rideaucrest Home has spent 34.65% (excluding commitments) of its municipal contribution, which is \$89K over budget. The primary factor contributing to the departmental overspend is due to the timing of payroll benefits and allowances in the first half of the year, and three days of May payroll processed in April, with the most significant impact being seen in nursing.

Variance summary by department is as follows:

Administrative Services – \$27K overspent

- This overspend is primarily due to the timing of payroll benefits and allowances, and membership and certification expenses.

Dietary & Nutrition – \$35K overspent

- This overspend is attributed to wages and one significant equipment repair.

Director of Care (Medical & Nursing) – \$34K overspent

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- To date in 2025 nursing wages are \$110K overspent. This is due to the timing of payroll benefits and allowances being higher in the first half of the fiscal year and increased staffing levels.

Housekeeping and Laundry (Environmental Services) – \$16K overspent

- This overspend is attributed to a slight variance in wages, payroll benefits and allowances, and supplies.

Resident Programs and Services (Life Enrichment) – \$11K underspent

- This underspend is attributed to a part-time vacancy in the department.

Other expenditures – \$14K underspent (more revenue compared to budgeted)

Construction projects in conjunction with the FMCS department remain underway in the Home. The installation of the new fire system is complete, along with all the centre core renovations. The resident bathroom renovations continue and are now underway on Crestview Terrace (2nd) floor.

Contacts:

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Other City of Kingston Staff Consulted:

Laura Rabbie, Administration Manager, Rideaucrest Home

Exhibits Attached:

None