

November 16, 2023

Hon. Stan Cho, Minister of Long-Term Care
Ministry of Long-Term Care
6th Floor, 400 University Avenue
Toronto, Ontario
M5G 1S5

Dear Minister Cho:

Re: Governance Structure Review of Boards of Management for Territorial District Homes

Congratulations on your recent appointment to Minister of Long-Term Care. We wish you all the best with your new portfolio.

We are member municipalities of the District of Nipissing East Home for the Aged (Cassellholme) and represent seven of the nine member municipalities. Our home is one of only six homes in Northern Ontario that fall under Section 128 of Ontario's *Fixing Long-Term Care Act, 2021* as territorial district homes governed by Boards of Management. We are in a unique situation as only 6 homes out of 627 long-term care homes in the province are territorial district homes. We are mostly small, rural municipalities who joined forces with the City of North Bay, the ninth member municipality, in the 1960s to provide care for the eldest population in our communities.

In 2007, the Ministry mandated that Cassellholme be redeveloped to class A beds by 2025. The Board of Management at Cassellholme determined that a brand-new building was the most cost-effective option available to meet class A standards. It took from 2007 to 2022 for the Board of Management to begin construction of the new home. There are likely various reasons as to why it took so long to get shovels in the ground, but what became evident from the onset of redevelopment discussions was that the governance structure of the home is flawed. This is no fault of the Board; it is provincial legislation that dictates the governance structure of our home.

Prior to beginning the redevelopment of Cassellholme, member municipalities went through a long and difficult process of negotiating and finally accepting to proceed with the build which created significant hardships between member municipalities and the Board of Management. To this day, there is a damaged relationship with the Board. This is certainly not how we neighbouring municipalities wanted the process to play out and we are now faced with the outcomes: a strained relationship with the Board and a construction project that ballooned from the initial estimate of approximately \$50 million to more than \$120 million over time with us having little say over redevelopment decisions. Although our municipalities do not disagree that the home needed to be redeveloped, we disagree with the process by which the Board of Management went ahead with the redevelopment. There were not equal decision-making opportunities for all member municipalities. Because of the governance structure, municipal appointees from the City of North Bay and the provincial appointees (5 out of 7 Board members) were able to dictate the direction and make all development decisions leaving the remaining eight municipalities with very little say. One member municipality and the province made a \$120 million decision that the rest of our communities must live with and finance for the next 25 years.

As Cassellholme develops, we small rural communities feel that our concerns for improved representation of our communities and public accountability to our citizens have been largely

ignored. And with the passing of the COVID-19 pandemic, and the recognized impacts on long-term care homes and their residents, we feel that these deserve better attention. We are requesting that you review the governance structure for territorial district homes to allow for permanent municipal representation for all member municipalities.

As per current legislation, the Boards of Management are each made up of a combination of municipal and provincial appointees. Appendix "A" outlines the current structure of the Board of Management for each home. It is not equitable that one or more of the municipalities within a district has several permanent Board seats, and each remaining municipality rotates representation on the Board. On the Board in our home, the City of North Bay has three permanent seats while all other municipalities rotate having a seat every 12 years. Only 33.3% of the municipal owners (3 of 9) of our home have a vote on the governance and direction of seniors' services in our district at any given time. All municipalities pay into the home's costs, each paying equal share per dollar of assessment; therefore, all municipalities should have permanent opportunity to participate in the direction of the home.

There are a few options for amending the Board composition of homes. We are not necessarily asking that the Ministry reduce the number of permanent seats a municipality has. We are asking for all to have a permanent seat. This may mean increasing the number of board members per Board of Management or a combination of additional seats and a reduction or elimination of the number of provincial appointees. Is there a need for provincial appointees? They are not Ministry staff or health care professionals that are on the Board to provide health care expertise or governance skills. The appointees are members of the community not necessarily any different than elective officials who are members of their community.

Although not all municipalities belonging to the 6 district territorial homes may agree with our take on the governance structure for the homes, we have requested their support for the Ministry to review the legislation and provide opportunity for municipalities to be consulted. Our Councils have passed resolutions to this effect. Enclosed are copies of our resolutions. Should the Ministry not proceed with a review of all Boards of management, for our home, the District of Nipissing East Home for the Aged, we are asking you to amend Schedule 3 of O. Reg. 246/22 *under Fixing Long-Term Care Act, 2021* by: (1) removing the Town of Mattawa, Municipality of Mattawan, Township of Calvin, and Township of Papineau-Cameron from the membership of The District of Nipissing East Home for the Aged and including them in a new Schedule 7 to support the Algonquin Nursing Home located in the Township of Mattawa; and (2) replacing Schedule 3 as follows:

"The board of management for the District of Nipissing East shall consist of seven members and the areas they represent, and the manner of their appointment shall be as follows:

1. Area 1, represented by three members to be appointed by the municipal council of the City of North Bay.
2. Area 2, represented by one member with one to be appointed by the municipal council of,
 - i. the Township of South Algonquin,
3. Area 3, represented by three members with one to be appointed by each of the municipal councils of,

- i. the Township of Bonfield,
- ii. the Township of Chisholm,
- iii. the Township of East Ferris.”

We thank you in advance for committing to review the governance structure of territorial district homes and should you feel it beneficial, we welcome a meeting, at your earliest convenience, to consult on any proposed changes to the legislation.

Sincerely,

Narry Paquette
Mayor
Township of Bonfield

Richard Gould
Mayor
Municipality of Calvin

Gail Degagne
Mayor
Township of Chisholm

Pauline Rochefort
Mayor
Municipality of East Ferris

Raymond Belanger
Mayor
Town of Mattawa

Peter Murphy
Mayor
Municipality of Mattawan

Robert Corriveau
Mayor
Township of Papineau-Cameron

c.c. John Jordan, Parliamentary Assistant, Ministry of Long-Term Care
Hon. Vic Fedeli, MPP Nipissing
District of Nipissing East Home for the Aged (Cassellholme) Member Municipalities
District of Kenora Home for the Aged (Pinecrest) Member Municipalities
District of Manitoulin Home for the Aged (Manitoulin Centennial Manor) Member
Municipalities
District of Nipissing West Home for the Aged (Au Château) Member Municipalities
District of Parry Sound East Home for the Aged (Belvedere Heights) Member
Municipalities
District of Parry Sound West Home for the Aged (Eastholme) Member Municipalities

Appendix "A"

District Home	# of Member Municipalities	# of Municipalities Without a Seat on Board	% of Municipalities Without a Seat on Board	# of Municipal Appointees on Board	# of Provincial Appointees on Board	Total # of Board Members
District of Kenora	9	4	44.4%	6	3	9
District of Manitoulin	9	4	44.4%	5	2	7
District of Nipissing East	9	6	66.7%	5	2	7
District of Nipissing West	2	0	00.0%	5	2	7
District of Parry Sound East	14	9	64.3%	5	2	7
District of Parry Sound West	8	4	50.0%	5	2	7