TO: Chair and Members Emergency and Community Services Committee  
WARD(S) AFFECTED: WARDS 6 and 13  

COMMITTEE DATE: January 20, 2010

SUBJECT/REPORT NO:  
Standardization of Resident Lifting and Hygiene Equipment Including Related Accessories, Supplies and Maintenance (CS10005) (Wards 6 and 13)

SUBMITTED BY:  
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SIGNATURE: 

RECOMMENDATION:

(a) That ARJO® resident lifting and hygiene equipment be approved as the single sourced standard for the resident care program at Macassa and Wentworth Lodges for a period of five years;  

(b) That the ARJO® accessories and supplies required for the use of ARJO® resident lifting and hygiene equipment be approved as the single sourced standard for the resident care program at Macassa and Wentworth Lodges for a period of five years;  

(c) That the annual maintenance agreement work performed on ARJO® equipment at Macassa and Wentworth Lodges be single-sourced to ArjoHuntleigh Canada Incorporated.

EXECUTIVE SUMMARY

The lifting and handling of residents while providing routine care is a high risk activity for both staff and residents, complicated by factors such as an aging work force with a
greater predisposition to injury, increasingly complex resident care and changing acuity levels, increasing prevalence of obese residents and limited staffing resources.

Statistically, healthcare workers have one of the highest incidences of work related injuries. Because of this trend, the Ministry of Labour (M.O.L.) and the Ministry of Health and Long Term Care (M.O.H.L.T.C.) have elevated their presence in health care facilities. This increased presence results in higher expectations of accountability on behalf of staff and management. Healthcare organizations such as Macassa Lodge and Wentworth Lodge are required to demonstrate due diligence in identifying and mitigating risk related to the safety of staff and residents. The new Long Term Care Act, 2007 (Act) also extends this requirement for due diligence to the governing bodies of healthcare facilities.

In order to meet these expectations, it is recommended that Macassa and Wentworth Lodges (the Lodges) use one manufacturer, ArjoHuntleigh Canada Incorporated, for all resident lifting and bathing equipment. ArjoHuntleigh Canada Inc. is the manufacturer and sole distributor of ARJO® brand equipment. This equipment includes electronic lifts, shower chairs and their accessories: slings, batteries and weigh scales. Bathing and hygiene systems include therapeutic tubs and the shampoo, soaps and disinfection products used in the integrated automated dispensers. It is also recommended that the preventative maintenance program for this equipment be single-sourced to the manufacturer.

Alternatives for Consideration – See Page 5

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Financial:
Quality equipment, properly maintained and used by well-trained staff is an appropriate use of City of Hamilton resources. Any variability in pricing between manufacturers is off-set by the value of reduced risk and reduced potential for injury of staff and residents.

Staffing:
There are no staffing implications.

Legal:
Macassa and Wentworth Lodges have an obligation under both health and safety legislation and the Long Term Care Act, 2007 to ensure the safety of residents and staff. Where risk can be clearly identified, all reasonable mitigation must be applied in order to reduce liability should an error occur.
HISTORICAL BACKGROUND (Chronology of events)

ARJO® lifting and bathing systems have been in use at both lodges for well over 14 years. ARJO® equipment is made and distributed by ArjoHuntleigh Canada Inc. The equipment has been consistently reliable, easy to use, has few repair problems and minimal down time due to repairs. ARJO® equipment was specified for installation in the redevelopment projects at the Lodges. In 2005, in response to the work-related injury rate among nurses in the Long Term Care (LTC) sector, the M.O.H.L.T.C. provided one time funding to all LTC facilities for the purchase of lifting equipment. Additional ARJO® equipment, compatible with existing equipment, was purchased for each Lodge through this program. From time to time, lifting and bathing equipment will require routine replacement or upgrading. For example, Macassa Lodge recently required the purchase of a specialized bariatric lift for a morbidly obese resident. A recent Health and Safety Audit has indicated that six of the older lifts at Wentworth Lodge now need replacement.

Currently, there are fifty-six pieces of ARJO® equipment in use at Macassa Lodge with an estimated replacement value of $620,000. Thirty-four pieces of equipment are in use at Wentworth Lodge with an estimated replacement value of $420,000.

Maintenance agreements are established annually with ArjoHuntleigh Canada Incorporated to provide a preventative maintenance program for ARJO® equipment at the Lodges. In the past, City of Hamilton Purchasing Policy By-law, Section 4.11 – Policy for Negotiations has been used to provide for these agreements.

POLICY IMPLICATIONS

City of Hamilton Purchasing Policy By-law, Section 4.14 - Policy #14: Policy for Standardization.

Standardization is a management decision-making process that examines a specific common need or requirement and then selects a good and/or service that best fills that need to become the standard.

When the establishment of a standard will result in a single source purchase, that purchase shall also be approved by the Manager of Purchasing and Council.

RELEVANT CONSULTATION
The Directors of Nursing, Macassa Lodge and Wentworth Lodge were consulted regarding the report content related to risk, research and operational issues.

The Corporate Services Department, Purchasing Section was consulted regarding the report recommendations, relevant policies and content.

**ANALYSIS / RATIONALE FOR RECOMMENDATION**

(include Performance Measurement/Benchmarking Data, if applicable)

**Resident Lifting Equipment:**

Residents and staff are at the highest risk of injury during episodes of lifting or transferring a resident. Residents are routinely transferred from bed to chair, from chair to the bath and on and off the toilet. To reduce the risk of injury to staff and resident, electronic lifts are used for this purpose. Policies and Procedures at the Lodges address the legislated expectations of the M.O.L. and the M.O.H.L.T.C. regarding use of lifting equipment. Safe operation of the equipment requires:

1. **That staff must have a high degree of familiarity with the equipment.**
   Inconsistency in type of equipment and even subtle differences between equipment increases the potential for human error and the probability of an accident or injury to staff or a resident. Risk management practices in high risk areas of healthcare indicate that minimizing the variety of devices used by staff reduces risk.

2. **The provision of a thorough, detailed staff training program with annual refreshers.**
   Limiting equipment to one manufacturer simplifies the training of staff, increases competence in the use of equipment and reduces the chance of error.

3. **The correct use of compatible slings.**
   The resident is lifted by a sling attached to the lift. Slings are selected for the resident according to size, weight and condition. The choice of the correct sling and attachment of the sling to the lift with a fail-safe mechanism is vital for a safe transfer. Industry experts state that it is strongly advised not to mix and match products from different manufacturers. Loop or clip sling attachments may be incompatible from one manufacturer to another, creating the risk of equipment failure and voiding warranties. It is important to use a sling and lift from the same manufacturer to maintain a safe transfer. (Reference: Wright,
4. The availability of a robust preventative maintenance program. To ensure the safety of this specialized equipment, routine maintenance needs to be carried out by service representatives familiar with the equipment and trained by the manufacturer. In order to eliminate confusion, to ensure timely response to service calls, for a well organized preventative maintenance program and for liability and warranty reasons, limiting equipment to one manufacturer is recommended.

**Bathing and Hygiene Systems and Equipment:**

Bathing and hygiene systems are therapeutic tubs and showers with integrated automated dispensers for shampoos, soaps and disinfectants. These systems are costly, ranging from $20,000 to $30,000 each. The Lodges have seventeen of these systems installed in their buildings. As with the lifting equipment, staff training, familiarity with the equipment and appropriate maintenance are factors in the safe, efficient use of the bathing equipment. The dispensing systems require compatible containers and hose attachments in order to work properly. Products are not interchangeable between manufacturers. In addition, though not stated directly by the manufacturer, there may be issues of voided warranties should incompatible products be used, resulting in costly repairs.

**ALTERNATIVES FOR CONSIDERATION:**

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

The alternative to standardizing to the ARJO® product would be the introduction of equipment, accessories and supplies made by another manufacturer into the workplace. This would introduce variables that would decrease staff familiarity with the equipment, increase the time and resources needed for education, introduce inefficiencies into the maintenance program and seriously increase risk of human error and potential for injury of staff and residents.

**Financial:**

Savings, if any, in the cost of an alternative product would be offset and may be exceeded by the cost of additional staff education and inefficiencies in the maintenance program.
Staffing:
There are no staffing implications.

Legal:
The potential for human error and subsequent injury to residents and/or staff would increase the risk of exposure to litigation.

CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)


Skilled, Innovative & Respectful Organization
• A culture of excellence
• An enabling work environment - respectful culture, well-being and safety, effective communication
• The use of safe, efficient equipment supports staff safety and excellent care.

Financial Sustainability
• Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner
• The use of safe, efficient equipment is cost effective.

Social Development
• Everyone has a home they can afford that is well maintained and safe
• A well maintained and safe home for our residents includes the use of safe, efficient equipment.

APPENDICES / SCHEDULES
None.