



# Committee Agenda

## Long-Term Care Committee of Management September 14, 2021 – 9:30 AM

Electronic Participation  
Grey County Administration Building

1. **Call to Order**
2. **Declaration of Interest**
3. **Reports**
  - a. LTCR-CM-19-21 Long-Term Care COVID-19 Status Update  
**That report LTCR-CM-19-21 regarding a Long-Term Care COVID-19 Status Update be received for information.**
  - b. LTCR-CM-20-21 Long Term Care Operation Report June 15-August 14, 2021  
**That Report LTCR-CM-20-21 Long-Term Care Operational Report from June 15-August 14, 2021 be received for information.**
  - c. LTCR-CM-22-21 Grey Gables Optimizing PSW Schedules  
**That report LTCR-CM-22-21 regarding a Grey Gables Optimizing PSW Schedules be received and;**  
**That the short shifts (less than 7.5 hours) at Grey Gables be extended to full shifts (7.5 hours), for the period of October 1 to December 31, 2021 and;**  
**That the financial impact of \$41,438.25 as phase one in a strategy to optimize staffing resources be funded from Ministry of Long Term Care COVID Containment and Prevention funding**
4. **Closed Meeting Matters**

**That the Committee of Management does now go into closed session pursuant to Section 239 (2) of the Municipal Act, 2001, as amended, to discuss:**

- a) **Personal matters about an identifiable individual, including municipal or local board employees** (*Operations Report*)
- b) **Labour relations or employee negotiations** (*Operations Report*)

**5. Next Meeting Date**

- a. November 9, 2021

**6. Adjournment**



# Committee Report

<b>To:</b>	Chair and Members of the Long Term Care Committee of Management
<b>Committee Date:</b>	September 14, 2021
<b>Subject / Report No:</b>	LTCR-CM-19-21
<b>Title:</b>	LTC COVID-19 Update
<b>Prepared by:</b>	Jennifer Cornell, Director of Long Term Care
<b>Reviewed by:</b>	Kim Wingrove, Chief Administrative Officer
<b>Lower Tier(s) Affected:</b>	

## Recommendation

1. **That report LTCR-CM-19-21 regarding a Long-Term Care COVID-19 Status Update be received for information.**

## Executive Summary

Over the past two months, the province moved into Stage 2 on June 30<sup>th</sup> and Stage 3 on July 16<sup>th</sup>. On July 7<sup>th</sup>, easing of restrictions for long term care homes came into effect related to visiting, absences, personal care services and cohorting of residents. As we anxiously awaited direction for stage 3 opening, we were cautious of our approach due to the prevalence of the Delta variant in our area and the stage 3 rollout was delayed until August 5<sup>th</sup>. Our three care communities continue to be vigilant to ensure all measures are in place to keep our residents, families, and team members safe.

## Updates

### New Directives

All the efforts over the past 18 months have contributed to the changes we have seen over the last two months; we have received many Stage 2 & 3 updates that were implemented to improve the quality of life for our residents.

On June 29<sup>th</sup> we received the following easing of restrictions that would be in effect as of July 7<sup>th</sup>:

- The limit of two designated caregivers per resident is removed. Processes to designate persons as caregivers continue to be in place.
- For outdoor visits with a long-term care home resident, up to 10 people at a time are allowed.

- All residents may have up to 2 general visitors and 2 caregivers at a time for an indoor visit.
- Personal care services, such as those provided by hairdressers/barbers, are permitted.
- Cohorting of residents can be relaxed during outdoor activities.

A [Virtual Family Meeting](#) was held on July 6<sup>th</sup> to answer any questions or concerns families may have.

On July 14<sup>th</sup> we received guidelines related to Stage 3 Re-opening which would be in effect on July 16<sup>th</sup>. After discussions with Public Health we were directed to remain with stage 2 guidelines with modifications due to the Delta variant cases in our area.

- Up to 10 people at a time can come for an outdoor visit with a long-term care home resident. (Masks are still required for all outdoor visits).
- All residents may have up to 2 general visitors and 2 caregivers at a time for an indoor visiting station. (Indoor visitors are required to undergo rapid antigen testing upon arrival).
- Eyewear protection will continue for team members and partially and non-immunized indoor visitors when 2m physical distancing is not maintained (until 80% vaccine rate is achieved in staff as per Public Health).
- Short term social and temporary leaves remain for fully immunized residents only.
- Residents daily screening will be reduced to once a day.
- Partially and non-immunized individuals will continue to follow surveillance testing 2-3 times a week.

A [Virtual Family Meeting](#) was held on July 22<sup>nd</sup> to provide clarification of our current processes and discuss next steps.

On August 4<sup>th</sup>, Grey Bruce Public Health announced that Grey Bruce communities would implement full provincial stage 3 guidelines which included expanding our indoor visiting to in room visits. Effective August 6<sup>th</sup> our care communities implemented the following:

- Fully immunized staff and visitors may accompany fully immunized residents for meals.
- Allowing activities such as karaoke, singing, and dancing.
- Permitting all residents to go on pre-arranged day and overnight absences regardless of immunization status.
- Enabling the resumption of off-site group excursions for residents.
- Eye Protection is only required based on Point of Care Risk Assessment for essential visitors and team members.

#### **Indoor Visiting Guidelines:**

- **Fully Immunized visitors** may visit residents within the home, including resident's room. These visits no longer require a scheduled booking.
- The number of visitors in each room is not limited, however we ask that visitor capacity within resident's room does not exceed the ability to maintain 2m of physical distance from other visitors and residents.
- Proof of immunization is required.

- **Partially or non-immunized visitors** may visit at our indoor visiting station, these visits must be scheduled through our online booking tool.
- Surveillance Testing is required for partially and non-immunized visitors.
- It is recommended that partially or non-immunized children visit at indoor station unless other arrangements have been made with the care community.

### Surveillance Testing

As part of the modified ease of restrictions we were able to implement the surveillance testing exemption for fully immunized individuals effective July 19<sup>th</sup>.

- **Fully immunized = 2 doses + 14 days**
  - **Proof of immunization** is now required.

The care communities' surveillance testing teams continue to test partially and non-immunized individuals 2-3 times a week and we are testing a combined average of 400 rapid antigen tests weekly. In addition, any symptomatic resident and staff member is also assessed and swabbed as appropriate for COVID as part of early detection surveillance.

### IPAC Strategies

On July 30<sup>th</sup> eyewear protection was removed as part of the daily PPE for Lee Manor and Grey Gables as they had reached 80% vaccination rate. Rockwood Terrace removed their eyewear protection as of August 6<sup>th</sup> based on Grey Bruce Public Health direction and they have since surpassed the 80% staff vaccination rate.

On August 9<sup>th</sup>, Grey Bruce Public Health released an update related to eyewear protection and personal services for long term care.

- Hairdressers must have mask **and** Eye protection.
  - (regardless of the 80% immunization rate)
- Hairdryers can only be used if all clients are wearing mask
  - in addition to operator wearing mask and eye protection.
- No services if in LTC outbreak

Infection Prevention & Control Audits are completed monthly at each location, as part of our preparation planning for the fourth wave and the upcoming influenza season we have asked that Public Health complete in-house audits with our IPAC leads, and a Fall Preparation checklist is also being completed by each of the care communities "to assess pandemic preparedness, inform outbreak response planning, and prepare for potential future waves of COVID-19 as well as flu season.

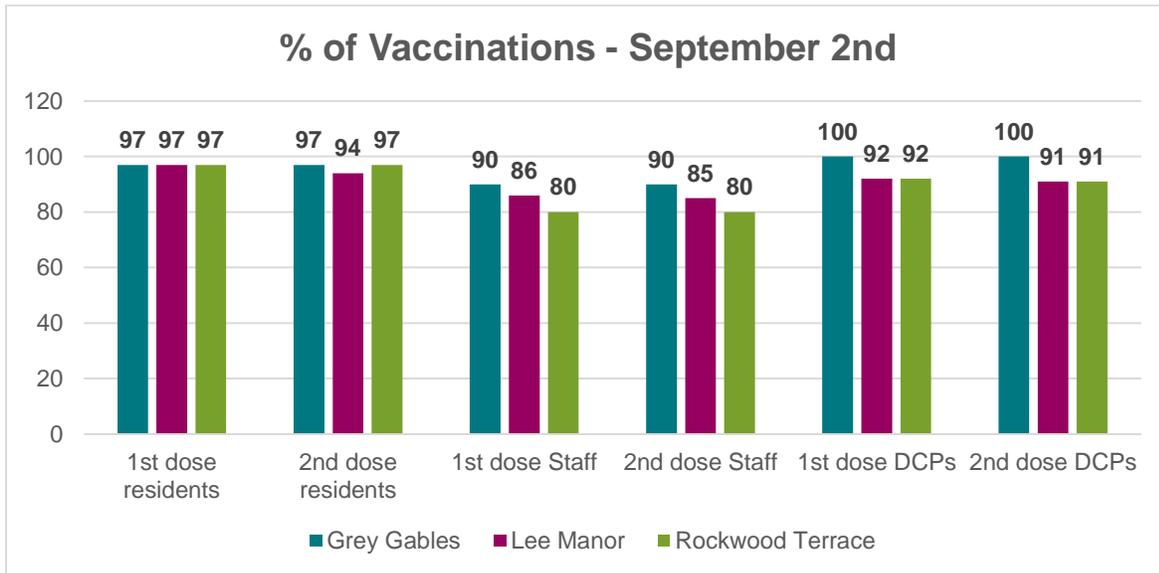
### Vaccination

Our three care communities released the Immunization policy which came into effect on July 1<sup>st</sup>. Three options were provided, and team members have completed the required education which included a 1:1 session to provide additional information for decision making.

The immunization policy will require all persons to select one of the following options:

1. provide proof of **vaccination** against COVID-19; or
2. provide written proof of **a medical reason** for not being vaccinated against COVID-19; or
3. completion of a COVID-19 vaccination **educational program**

Our current COVID vaccination rates are:



On August 23<sup>rd</sup> we received updated information related to administering a third dose of the COVID-19 vaccine to long term care residents. Residents of LTC homes will be eligible to receive their third dose at least five months following their second dose. Our clinical teams are working closely with Public Health to arrange the dates for vaccine administration. Documents included in the communication were the [MLTC Memo](#) and a [FAQ](#) document.

### DCP Program

August marked a milestone for our Designated Care Partners (DCP) Program as we celebrated the one-year anniversary. To recognize their commitment and efforts over the past year we dedicated the week of August 23<sup>rd</sup> as our Appreciation Week for DCPs. A [DCP virtual meeting](#) was held on August 19<sup>th</sup> and the Resident Family Services Manager along with the Director of Long Term Care met with the DCPs to express our gratitude and reflect on the past year. A [thank you video](#) was part of the celebration along with Colour It Thank You Cards, and Mill Creek chocolate stamped with the Grey County logo.

In July 2021, Kate Ducak and Christine Sheppard, Gerontologist consultants released their final [Evaluation Report](#) for our DCP program. The data collected from our DCP experience surveys were highlighted and examined the perceptions and benefits of the program and how best to support DCPs during COVID-19 and beyond. This report was also shared with the DCPs during appreciation week.

### Staffing

The Essential Skills Supportive Care micro-certification program with the YMCA and Georgian College is going well with additional sessions scheduled for September and October. Several

our Care Support Assistants have completed the education and found it to be very beneficial. We continue to include this educational opportunity during all stages of recruitment.

Gates College reached out to our organization regarding the tuition free and paid placements for all PSW students. Our HR Generalist immediately reached out to our Care Support Assistants (CSA) and 5 team members have taken advantage of this opportunity.

A Referral Bonus Program policy is currently under review for existing staff to refer other candidates for hard to recruit roles in our LTC Homes. Grey Gables is planning to host a job fair in the upcoming month to promote the Care Community and the BSTU. We have a few CSAs who are returning to Lee Manor as PSW's in the fall months which is a great "grow our own" success.

As our students head back to school, we have included a Student Exit Survey as part of their leave to gain feedback on their overall experience this summer. We continue to recruit for Registered Nurses, Registered Practical Nurses, Personal Support Workers and Care Support Assistants.

### Funding

On August 23<sup>rd</sup>, the Ontario government announced the extension to the temporary wage increase for PSWs until October 31<sup>st</sup>, 2021. Payment allocations continue to be made in regular installments to long term care homes based on the number of beds per home.

On August 27<sup>th</sup>, the Ministry of Long-Term Care announced that they will be providing a 1.5% increase in the level-of-care base funding in the 2021-2022 funding year (effective April 1, 2021). The 2021 budget includes a 1.5% increase (a total of \$245,000 for the three homes) for the Global Level of Care effective April 1, 2021 so the funding increase is consistent with what was budgeted.

On August 27<sup>th</sup>, additional COVID-19 funding was announced as part of the Ministry of Long-Term Care's ongoing effort to assist with prevention and containment efforts. This includes a one-time funding adjustment to address a portion of the funding shortfall reported by long-term care homes from April 1, 2020 to March 31, 2021. Long-term care homes that report spending exceeding their allocation will be reimbursed up to the lesser of \$2,600 per bed or the amount that equates to the reported shortfall. Each home will be reimbursed a portion of the funding shortfall which represents the difference between incremental funding allocated and the actual incremental expenses incurred for prevention and containment efforts as reported in the 2020-2021 Final COVID-19 Incremental Expenditure Report from April 1, 2020 to March 31, 2021.

In addition to the funding adjustment, funds will be flowed starting in September 2021 to support prevention and containment funding efforts for the period between July 2021 and March 2022. The Ministry anticipates long-term care home prevention and containment expenses to decline over time. As a result, prevention and containment funding will gradually wind down over the course of 2021-2022.

Every licensee will receive baseline funding of \$10,000 per month with:

- An additional \$600 per bed per month from July to September 2021
- An additional \$250 per bed per month from October to December 2021
- An additional \$150 per bed per month from January to March 2022.

Under this new funding model, Grey Gables will receive \$49,600 per month for July 2021 to September 2021, \$26,500 from October 2021 to December 2021 and \$19,900 from January 2022 to March 2022. Grey Gables is also eligible for a maximum of \$165,400 in reimbursement of funding shortfall.

Lee Manor will receive \$100,000 per month for July 2021 to September 2021, \$47,500 from October 2021 to December 2021 and \$32,500 from January 2022 to March 2022. Lee Manor is also eligible for a maximum of \$86,400 in reimbursement of funding shortfall.

Rockwood Terrace will receive \$70,000 per month for July 2021 to September 2021, \$35,000 from October 2021 to December 2021 and \$25,000 from January 2022 to March 2022. Rockwood Terrace is also eligible for a maximum of \$13,900 in reimbursement of funding shortfall.

## Partnerships

Work continues with partnerships at both regional and local levels. The Grey Bruce Long Term Care Committee and healthcare partners meet regularly. The long-term care homes attend the Public Health led meetings every two weeks. Regular meetings continue with the Southwest Region Pandemic Planning, Wave 2 Response and the Grey Bruce Integrated Health Coalition, these groups play a critical role in ongoing pandemic planning and response.

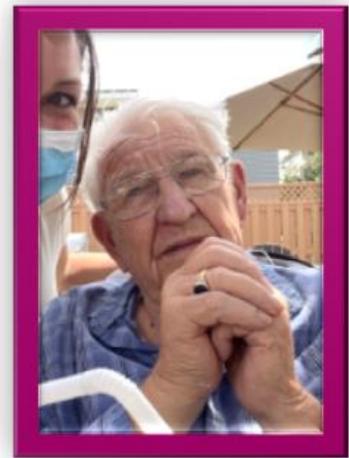
Going forward work continues on outbreak strategies, implementing new resources, managing and monitoring and ordering weekly PPE supplies to maintain a minimum 8-week supply.

We continue to be thankful for the support from the CAO, Senior Management team and the staff in all departments, we recognize that we are in this together as we Colour It for our residents, families, staff, and communities.

## Appendices and Attachments

- [Minister's Directive on Surveillance Testing June 30, 2021](#)
- [Long-Term Care Visitor, Absences & Social Gatherings Snapshot Effective July 7, 2021](#)
- [MTLC Pandemic Response FAQs-June 29, 2021](#)
- [Long Term Care Visitor, Absences & Social Gatherings Snapshot July 13, 2021](#)
- [Directive #3 COVID-19 Guidance Documents FAQs July 13, 2021](#)
- [Grey Bruce Public Health Media Release August 4, 2021](#)
- [Minister's Letter - COVID-19 Prevention and Containment Funding for 2021-22 – August 27, 2021](#)
- [ADM Letter - COVID-19 Prevention and Containment Funding for 2021-22 – August 27, 2021](#)
- [LOC Per Diem Occupancy and Acuity-Adjustment Funding Policy \(EN\)](#)
- [Level of Care Summary 2021-22 \(EN\)](#)

# Grey Gables, Lee Manor and Rockwood Terrace



## Grey County Operations Report to Committee of Management Open Session

Submission Date: September 14, 2021

Information for the Months: June 15, 2021 – August 14, 2021

Endorsed by Council:

# Quality

*Colour It Your Way -is it “Leading Based Practice”, is it “Equitable & Reliable”, does it “Colour It”?*

Publicly reported indicators/Survey Results

Q4 2020 (January – March 31, 2021)

	Indicates Better than Ontario Average
	Indicates Worse than Ontario Average

Indicator	Ontario Average	Grey Gables	Lee Manor	Rockwood Terrace
		Q4 Jan-Mar/21	Q4 Jan-Mar/21	Q4 Jan-Mar/21
Improved or remained independent in mid-loss ADL	28.4%	21.7%	34.4%	40.6%
Worsened ADL	33.1%	38.0%	37.0%	43.5%
Worsened mood from symptoms of depression	21.9%	30.2%	22.9%	36.6%
Taken antipsychotics without a diagnosis of psychosis	19.5%	20.5%	17.6%	4.8%
Has fallen	16.5%	17.4%	21.4%	16.0%
Worsened stage 2 to 4 pressure ulcer	2.5%	1.9%	2.4%	1.7%
Daily physical restraints	2.8%	1.0%	1.1%	2.5%
Has pain	5.5%	3.1%	5.6%	0.2%
Worsened pain	9.4%	10.3%	7.0%	7.3%

The Canadian Institute for Health Information released update data for Quarter 4 January to March 2021.

The Clinical Specialist and Accreditation and Quality Specialist have completed a number of departmental meetings to re-establish and strengthen programs by reviewing and evaluating clinical indicators to improve resident’s living their best life. Operational Reviews have also been completed at each of the respective care communities, with the intent to support consistency and alignment of the three care communities’ policies and processes, aligning with best practices. The next Operational Review will focus on the care communities’ current quality improvement plans and the use of the data indicators to track progress. In addition, we will be reviewing this data with our Medical Advisors at each quarterly meeting, to reflect on quality improvements that correlate to the role of the Medical Advisor.

# Ministry of Long-Term Care (MOHLTC) Compliance Orders /Inspection Findings Summary

## Grey Gables

Ministry of Long Term Care Inspectors visited the care community from July 27-29, 2021. The purpose of the visit was to do a follow up inspection to a previous compliance order and to inspect a new regulation around air temperatures. During the inspection the compliance order for our Head Injury Routine was put back into compliance. The following was issued related to air temperatures:

- Written Notifications/compliance order – The temperature required to be measured shall be documented at least once every morning, once every afternoon between 12pm and 5pm and once every evening or night.
  - Corrective Action
    1. The night temperature of 2 rooms will be added to the form
    2. The temperatures of 2 rooms will be documented on the night shift.

[MLTC Follow Up Inspection Report August 10, 2021](#)

## Lee Manor

Ministry of Long Term Care Inspectors visited the care community from August 9-13 and 16-17, 2021. The final report will be issued at a later date.

## Rockwood Terrace

An Inspector from the Ministry of Long Term Care attended the Care Community June 11, 14 -17 and 21, 2021 to conduct a Critical Incident System inspection. There were no issues of non-compliance as a result of their visit and the final public report is linked below.

[MLTC Critical Incident Inspection Report June 28, 2021](#)

## Outbreaks

### Grey Gables

There have been no outbreaks at Grey Gables during this reporting period.

### Lee Manor

There have been no outbreaks at Lee Manor during this reporting period.

### Rockwood Terrace

There have been no outbreaks at Rockwood Terrace during this reporting period.

# People

## Grey Gables

On August 12<sup>th</sup> we welcomed 5 PSW students from Georgian College who will be with us for the next 6 weeks. During this reporting period we have hired 3 Personal Support Workers and 1 Care Support Assistant. One Registered Practical Nurse returned to Grey Gables after choosing another location during the Pandemic. Our full-time scheduler, Stephanie Matos has returned, and we are very thankful to Heather Hastie who stepped into this temporary role in Stephanie's absence. We received notice that our contracted Social Worker will be leaving, and recruitment is currently underway.

Interviews and recruitment have begun for the Behaviour Support Transition Unit, all internal candidates have been interviewed and positions have been awarded. External interviews are now underway. BSTU Coordinator and HR Generalist are currently recruiting and designing schedules with a goal to achieve consistent scheduling that supports the residents and team members.

## Lee Manor

On June 21<sup>st</sup> we welcomed Recreation Therapy student Eric Elliott from Mohawk College. Eric is completing a 12-week Recreation Internship and has been a valued addition to the team. Eric has implemented new programming ideas and has developed strong relationships with residents. He hopes to continue his growth and development in the field of recreation as a Lee Manor employee following his placement and final coursework this fall.

July was an exciting month for residents as it marked the return of several volunteers. Resuming volunteer services sparked immense joy for our residents and volunteers who were able to reconnect after a long separation.

In July we also welcomed Kelly Litt to her new role as Office Clerk. Kelly has worked here as a PSW and temporary office clerk/scheduler for the past 4 years. Kelly completed her office administration in 2018 and is currently working on enhancing her skills with additional leadership coursework. We are delighted to have Kelly join the administrative team.

We continue to work with Human Resources to recruit nursing staff. During the reporting period we welcomed 3 new Care Support Assistants as well as 3 Personal Support Workers.

Our team is very proud to recognize Christine Fenton, RPN as a leader in International Wound Care. Christine was recently chosen to represent the long term care sector with Wounds Canada and Grey County issued a [press release](#) on July 16<sup>th</sup>.

## Rockwood Terrace

On August 10, we welcomed a new Office Clerk-Erin Smith. Erin has a Bachelor of Business Management including a major focus on Human Resources. Outside of work Erin enjoys camping, spending time with her dog and renovation projects. Erin's knowledge and outgoing personality will be a great asset and we are excited to have her on our Colour It team!

We have also recently hired a PSW Coordinator, Carleen Best. Carleen comes to us with 5 years' experience in long term care in a leadership role. She is passionate about healthcare and earned her Bachelor of Kinesiology in 2015 and her Practical Nursing diploma in 2019 and has completed additional education related to Dementia.

This month has seen the return of some of our volunteers. We have begun a staggered approach of reintroducing a few volunteers back at a time into our Care Community. The residents and volunteers are equally excited about their return as their presence has been greatly missed. Volunteers will be opening the tuck shop more regularly and visiting with residents who do not have DCP's or need a little more emotional support. Volunteers will also assist with our music programs.

## Projects, Location Events and Other

### Grey Gables

Father's Day 2021 was celebrated all weekend long with a variety of special events to celebrate the gentleman that call Grey Gables home. Lots of DCPs and outside visits happening throughout the day and it and a gift of a personalized mug and a homemade card for each fella topped off a wonderful day!

A wedding picture quiz, shower games and a bouquet toss highlighted our June Wedding Week. June 30<sup>th</sup> was a fantastic day at Grey Gables with the Owen Sound Antique Car Club arriving with eleven vintage cars for us to enjoy. With our very own Gilbert Rice as one of the founding members, club members were excited to come and show Gilbert and the other Residents their current fleet of classic automobiles.

Theme weeks and dress up days kept the spirits high in July with both a Fairy Tale Classics theme and a Safari Day. Residents went on a safari hunt in our memorial garden equipped with nerf guns and a sense of humor.

We took a step back in time with a 1950's inspired week in early August. Trivia, Photo Booth, karaoke, and an Elvis impersonator were so much fun.

### Lee Manor

The men of Lee Manor were honoured on Friday, June 18<sup>th</sup> in celebration of Father's Day. All residents enjoyed a barbecue lunch which followed with a travelling beer cart for residents to enjoy.

All areas of the home participated in a succulent planting project in June. It was a real highlight for residents to dig in and get their hands dirty with soil. Residents also got hands on with a shiplap painting project and no bake desserts.

Our outdoor live music continues every Friday in our courtyard. Residents can be seen clapping along, dancing, and singing along with the musicians. Outdoor picnics were re-introduced, and they are still as popular as ever.

We are happy to report that our Ice Cream Parlour has reopened for 2 hours a day on Mondays through Thursdays. Our volunteers have been anxious to get back into the home to support residents. The schedule for home areas who can access the Ice Cream Parlour on specific days will follow a cohorting model of support.

## Rockwood Terrace

Four Paws Flying Entertainment presented a well-attended dog show on June 22<sup>nd</sup> to the delight of the residents who are always happy to see these talented dogs perform! The dogs who have all been rescued performed for the crowd and we look forward to them returning in September for another show.

Father's Day weekend was a busy one with many family visits booked. The Recreation Team also hosted a special Father's Day event on the June 18<sup>th</sup> with special treats and a Car Auction Program they watched in the Auditorium.

Residents enjoyed a pet photo contest that was held throughout the month of June. Staff brought in photos of their beloved pets and residents voted on these photos. Residents loved seeing the many photos collected over the month and the staff enjoyed a little friendly competition as well. Lots of stories reminiscing about former pets were shared while this contest was being held.

Canada Day celebrations were on a smaller scale this year, but residents did enjoy a photo booth and an afternoon of socializing and special treats. The Dietary team also held a BBQ for Canada Day which was enjoyed by all.

Musical Entertainment continues to be held bi-weekly, weather permitting. A variety of artists continue to perform for our residents in our lovely outdoor space.

Rockwood Residents really enjoyed watching the Olympics and keeping an eye on the Canadian medal count which the Recreation Team updated daily. Lots of events were watched on TV as our residents cheered the athletes on. On Thursday August 5<sup>th</sup> we held a mini-Olympics in the Pinegrove Garden. Residents enjoyed the friendly competition and sported their medals throughout the day after the events were held. Click the following link to watch a [video](#) from the Rockwood Terrace Games.

## Occupancy

2021 Occupancy Data	Grey Gables		Lee Manor		Rockwood Terrace	
	Reporting Period	Year to Date	Reporting Period	Year to Date	Reporting Period	Year to Date
<b>Occupancy</b>	92	97.8	96.19	96.53	99.3	97.9
<b>Move-Ins</b>	5	5	7	24	4	25
<b>Discharges</b>	4	12	5	23	4	23

## Stakeholders (i.e. Ministry of Labour, Public Health, Fire)

### Grey Gables

An inspector from the Electrical Safety Authority attended the Care Community to complete an inspection on August 5<sup>th</sup>, 2021. No defects were identified.

### Lee Manor

In preparation for the upcoming election, local returning officers conducted an on-site accessibility inspection to ensure the suitability of our polling area for residents. There were no concerns with the designated area.

### Rockwood Terrace

An inspector from the Electrical Safety Authority attended the Care Community to complete and inspect August 12, 2021. There were no defects identified.

## Environmental (i.e. Emergency Preparedness, Occupational Health and Safety)

### Grey Gables

Monthly fire drills on all shifts continue to be performed to ensure safety preparedness.

Signage and screening tools are updated and in place related to COVID-19. Two isolation rooms are still being utilized to isolate residents that are either a new admission not vaccinated, or they have symptoms, and we need to separate from roommate until COVID test results come back.

### Lee Manor

Monthly fire drills on all shifts continue to be performed to ensure safety preparedness. Code green and Code orange were also conducted this reporting period.

Laundry services had a new dryer installed that was scheduled for replacement in 2021 as per the capital budget. Split air conditioning units have also been installed in the resident lounge areas and physiotherapy room. Ten portable air conditioners are also on site and available for resident rooms as funded by the IPAC minor capital.

### Rockwood Terrace

Monthly fire drills on all shifts continue to be performed to ensure safety preparedness.

On July 2, due to the odour of natural gas, Enbridge was called in to check the building for potential gas leaks. The technician cleared the building of any issues at that time. However, the odour returned July 7, so a check of the building was again requested. The technician found that one of the domestic hot water boilers was having incomplete combustion and some of the unburnt natural gas was being drawn into the dining room. It was also determined that the venting of these boilers was not adequate. The

equipment was “tagged out”, however we were able to have a contract company in right away and got the boilers up and running so there was no disruption to residents. The entire boiler was replaced on an emergency basis as the difference between replacing the heat exchanger and replacing the entire boiler was minimal. The venting issue is in process of being rectified.

On August 7, we incurred some flooding issues on the main floor due to the extreme amount of rainfall. Staff on duty acted quickly to contain and clean up the water as quickly as possible therefore limiting any damage that this may have caused. There was no disruption to resident services.

## Care Community Risks

Type of Risk	Grey Gables	Lee Manor	Rockwood Terrace
Includes complaints, Health and Safety & Legal	0	2	2

## Written Complaints Summary

### Grey Gables

No written complaints received during this reporting period.

### Lee Manor

Two written complaints were received during the reporting period involving care related issues, one from a resident, the other from a family member. The Leadership team investigated the concerns and followed up with the complainant.

### Rockwood Terrace

Two written complaints were received during the reporting period related to general care issues.

## Compliments/ Colour It Story

### Grey Gables

On July 1<sup>st</sup> we had the opportunity to reunite a husband and wife. The couple have been married for over 60 years. An Activation staff member assisted the gentleman out to the garden and helped him to pick a bouquet of flowers to give to his wife upon his move in. As she came into the room, he held out his bouquet of flowers and began to sing “Here Comes the Bride”. Not a dry eye was had in the room.

### Lee Manor

After 17 months of creative meal service solutions and colouring it with safety to meet Ministry requirements for capacity limits and physical distancing, residents were invited back into the dining

rooms. The successful transition was in large part due to the teamwork of the Dietary and Nursing departments who worked collaboratively to develop plans that focused on safety and a pleasurable dining experience. The resident and staff reactions to this milestone were truly remarkable, unexpected, and filled our hearts and spirit!

Spontaneous cheers of joy, applause, ear to ear smiles and lots of chatter and interaction at the tables marked day one of the return. So many residents were meeting for the first time and exchanged introductions and table talk. One resident took it upon himself to be the official greeter welcoming each and every resident. The experience was uplifting for everyone involved and symbolized hope that we are making progress on the road to recovery.

## Rockwood Terrace

We are extremely fortunate to have such dedicated team members! On the evening of August 7, when rainwater started to back up from some floor drains on the first floor of the building, two members of the housekeeping team stayed well past their shift end time to assist with clean up. Two members of the Leadership Team attended the Care Community to assist with the clean up as well-all four remained in the building until midnight to ensure the safety and well being of residents and fellow team members!

Thanks also to West Grey Mayor Christine Robinson for checking in on us!

## Resident/Family Council Updates

### Grey Gables

Residents Council met June 22<sup>nd</sup>, July 27<sup>th</sup> & August 24<sup>th</sup>. Shannon Cox attended the August meeting to discuss staffing challenges and the contingency plans that are in place to address this issue.

Family Council did not meet during this reporting period.

### Lee Manor

Residents Council and Family Council continue to meet monthly and prove to be an effective means of sharing information and feedback.

### Rockwood Terrace

Residents Council met June 21, July 19, and August 9, 2021. Residents have been provided updates related to visiting policies, new menus, and redevelopment.

Family Council has not met during the reporting period, but have a meeting scheduled for September.



# Committee Report

<b>To:</b>	Chair and Members of the Long Term Care Committee of Management
<b>Committee Date:</b>	September 14, 2021
<b>Subject / Report No:</b>	LTCR-CM-22-21
<b>Title:</b>	Grey Gables Optimizing PSW Schedules
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<b>Lower Tier(s) Affected:</b>	

## Recommendation

1. That report LTCR-CM-22-21 regarding a Grey Gables Optimizing PSW Schedules be received and;
2. That the short shifts (less than 7.5 hours) at Grey Gables be extended to full shifts (7.5 hours), for the period of October 1 to December 31, 2021 and;
3. That the financial impact of \$41,438.25 as phase one in a strategy to optimize staffing resources be funded from Ministry of Long Term Care COVID Containment and Prevention funding

## Executive Summary

To ensure positive outcomes for the increasing needs of residents and addressing workload and recruitment challenges the PSW schedule needs to be optimized. This optimization will require several interconnected steps:

- Phase One: Extending short shift (less than 7.5 hours) to full shifts (7.5 hours) for the period of October 1, 2021 to December 31, 2021 a total of 1,049 additional PSW hours.
- Phase Two: Working with staff and partners to develop creative schedules that provide flexibility and options to meet the needs of our PSW team
- Phase Three: Increase number of full-time positions available

## Background and Discussion

Personal Support Workers (PSW) are a critical health human resource, providing a significant portion of the daily care needed to meet the needs of residents living in long term care homes. Increasing acuity of residents requires more attention from PSWs, increasing the workload experienced by these employees. Additionally, the pressures of the healthcare system, pandemic stressors, long term care legislated requirements, and scarcity of available workers increases the complexity of recruiting and retaining PSWS.

Shifts that are less than 7.5 hours are difficult to fill and recruit for. Therefore, staff are recommending that short shifts be extended to the full 7.5 hours to provide the best consistency and optimal care for residents, while providing stability and security to the scarce PSW resources. This will add 12 hours per day of direct resident care, creating two additional full-time positions (2.25 FTE) to the current traditional schedule at an annual cost of \$165,753 including benefits. Having all full shifts is a crucial step in creating schedules that are appealing and flexible to current and potential employees. Further, it is important to make this change as soon as possible in the current fiscal year to enhance our ability to recruit staff now during the current critical shortage. For the period of October 1<sup>st</sup> to December 31<sup>st</sup>, 2021 the total additional hours are 1,049 with a financial impact of \$41,438.25. If staff see success with this initiative the additional hours will be included in the 2022 Grey Gables budget at an annual cost of \$165,753 including benefits.

Following this change to the base schedule, staff will work with the union and Human Resources to create schedules that embrace our Colour It Your Way philosophy to provide the best work life balance for staff and best care for residents. This will be phase two of PSW schedule optimization, followed closely by phase three to increase the number of full-time positions. In order to compete for and retain this scarce resource optimizing the schedule is critical.

The Ministry of Long Term Care has committed to phasing in funding increases over the next 3 years to establish a care ratio of 4 direct care hours per resident per day. Direct care hours include RN, RPN, and PSW. Currently, Grey Gables is at approximately 2.91 hours per day, and this will increase to 3.08 with this increase in PSW hours.

In 2019, as described in LTCR-CM-44-19, Grey County Long Term Care began the work of addressing PSW shortages and unfilled shifts, but the task force was paused due to the pandemic. This task force is being revived and modified to address the changing circumstances related to the effects of new staffing challenges under the pandemic and beyond.

## Legal and Legislated Requirements

None

## Financial and Resource Implications

There is an additional cost of 1,049 hours of \$41,438.25 for the period of October 1, 2021 – December 31, 2021. The cost of the additional hours will be funded by the COVID Prevention and Containment funding.

This proposal will be included in the Grey Gables 2022 budget at an estimated annual cost of \$165,753. The source of funding for 2022 will be dependent upon the amount received for COVID Prevention and Containment funding and the funds remaining from Safe Restart Funding. If the staffing adjustment becomes permanent, when COVID funding is no longer available there will be a budget impact.

Subsequent costs for phase two and three will be provided in future reports, should there be any financial implications.

## Relevant Consultation

- Finance Department
- Human Resource Department

## Appendices and Attachments

[LTCR-CM-44-19 LTC Task Force Unfilled Shifts Update](#)