

Grey Gables, Lee Manor and Rockwood Terrace



Grey County Operations Report to Committee of Management Open Session

Submission Date: November 23, 2021

Information for the Months: August 15, 2021-October 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

Q1 2021 (April- June 2021)

	Indicates Better than Ontario Average
	Indicates Worse than Ontario Average

Indicator	Ontario Average	Grey Gables	Lee Manor	Rockwood Terrace
		Q1 Apr-Jun/21	Q1 Apr-Jun/21	Q1 Apr-Jun/21
Improved or remained independent in mid-loss ADL	29.1%	22.8%	35.9%	39.2%
Worsened ADL	32.8%	41.1%	40.4%	40.7%
Worsened mood from symptoms of depression	21.5%	32.2%	27.7%	40.7%
Taken antipsychotics without a diagnosis of psychosis	20.0%	19.3%	18.0%	7.8%
Has fallen	16.2%	18.1%	19.8%	15.7%
Worsened stage 2 to 4 pressure ulcer	2.5%	1.6%	2.0%	1.4%
Daily physical restraints	2.8%	1.0%	1.0%	2.0%
Has pain	5.6%	3.7%	5.9%	0.3%
Worsened pain	9.4%	8.7%	7.9%	9.5%

The Canadian Institute for Health Information released updated data for the 1st Quarter, April-June 2021. The data above supports what the commission report acknowledged that acuity levels have increased, requiring greater levels of care, with most residents needing extensive assistance. Along with these needs, the commissioner heard repeatedly that “staffing requirements have not kept pace with the increased levels of care required” (p. 41)

Grey County has experienced this increase in acuity levels, with many LTC residents who were formerly cared for in hospital being transferred to long term care.

The Clinical Specialist and Accreditation and Quality Specialist are working on supporting the staff with training and education. We will also be focusing on data collection and specific indicators related to each program and department to facilitate the effective use of the electronic data collection platform, which will also support quality improvement initiatives.

Additional quality improvement project areas include:

- Resident lift and transfer program
- Skin and wound advanced mobile app designed for wound evaluation and documentation to improve outcomes
- Enhanced IPAC program initiatives including auditing, education, and equipment/chemicals
- Medication safety technology program

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

Grey Gables

Ministry of Long Term Care Inspectors have not visited the care community during this reporting period.

Lee Manor

Ministry of Long Term Care Inspectors visited the care community from August 9-13 and 16-17, 2021. The purpose of their visit was to conduct a critical incident and complaint inspection. While onsite they also conducted an IPAC inspection.

During the inspection, the inspectors spoke with residents and staff, toured the home, observed IPAC practices, meal service, care, interactions and reviewed various documentation as well as policies and procedures. A final report was issued on September 1, 2021 where non-compliances were issued. A summary is outlined below, and a copy of the Public Report is attached.

[Critical Incident Inspection August 26, 2021](#)

[Complaints Inspection with Order\(s\) of the Inspector-August 26, 2021](#)

Infection Prevention and Control Inspection: A written notification and a compliance order were issued related to failure to ensure that all staff participate in the implementation of the program. The order was to be complied with by October 11th and the following corrective actions were implemented in accordance with the order:

- Ensure that the appropriate additional precautions signage is posted.
- Ensure that reusable eye protection is cleaned, disinfected, and properly stored.
- Ensure that residents are assisted with performing hand hygiene before and after eating their meals.
- Re-education regarding the home's Infection Prevention and Control (IPAC) program, specifically hand hygiene and donning/ doffing of Personal Protective Equipment (PPE).

Complaint Inspection:

- Plan of Care: A written notification and written voluntary plan of correction were issued related to failure to comply with the Plan of Care.

Corrective Actions:

- Care plans have been audited and reviewed to ensure clear direction is provided for staff to deliver care as it relates to the use of equipment/devices. Staff re-education regarding the requirement to deliver care as it is specified in the care plan has also been reviewed.
- Safe transferring and positioning: A written notification and written voluntary plan of correction were issued related to failure to ensure that staff use safe transferring and positioning devices or techniques when assisting residents.
Corrective Actions:
 - Safe lift and transfer retraining with the involved staff members has taken place.
- Housekeeping: A written notification and written voluntary plan of correction were issued related to failure to comply with ensuring housekeeping procedures are developed and implemented for cleaning and disinfection in accordance with manufacturer's specifications and using, at a minimum, a low-level disinfectant in accordance with evidence-based practices and, if there are none, in accordance with prevailing practices for resident care equipment, supplies and devices and contact surfaces.
Corrective Actions:
 - Disinfectant was replaced with an approved product, and staff have been retrained.

Critical Incident Inspection:

- Prevention of Abuse: A written notification and voluntary plan of correction were issued related to failure to ensure that a resident was protected from abuse.
Corrective Actions:
 - Consultation with the physician, a medication review, safety checks, distraction activities and one to one support was initiated as required. Support from the Mobile and our internal Behavioural Support team as necessary to address responsive behaviours.
- Administration of Drugs: A written notification was issued related to failure to ensure that a drug was administered to a resident in accordance with the directions for use specified by the prescriber.
Corrective Actions:
 - Safe medication practices were reviewed with Registered staff
- Air Temperatures: A written notification and voluntary plan of correction were issued related to failure to ensure that the air temperature is measured and documented in writing, at a minimum in at least two resident bedrooms in different parts of the home.
Corrective Actions:
 - Policy review with Environmental staff and immediate development of an air temperature schedule and implementation.

Rockwood Terrace

Inspectors from the Ministry of Long Term Care attended the Care Community September 20-October 1, 2021 to conduct a follow up on a Complaint, Critical Incident System inspection and to complete an IPAC Audit. There will be areas of non-compliance, however we have not yet received the report from this visit.

Outbreaks

Grey Gables

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

Lee Manor

A respiratory outbreak was declared September 23, 2021. Specimens collected for laboratory testing confirmed the agent was rhinovirus, also known as the common cold. All recommendations and control measures requested by Public Health were implemented and Outbreak Management meetings were held daily with representation from Public Health. In total, thirty-eight residents and thirty-seven staff met the outbreak case definition. The outbreak was declared over on October 25th, 2021.

Rockwood Terrace

A respiratory outbreak was declared September 27, 2021. Specimens submitted for laboratory testing confirmed the agent was rhinovirus. All recommendations and control measures requested by Public Health were implemented immediately. In total, twenty-four residents and twenty-two team members met the case definition for this outbreak. The outbreak was declared over on October 21, 2021.

People

Grey Gables

On August 16th we welcomed a Registered Dietitian student from Brescia University. She has completed an 8-week internship learning the role of a Nutrition Manager and has implemented new ideas and developed strong relationships with all the staff and Residents. She hopes to continue her growth and development in Long Term Care once she has graduated.

Every department continues to work with Human Resources to recruit staff. During the reporting period we welcomed 8 PSW's, 2 RPNs and 1 Recreation staff member.

Training has begun for the staff who will be working in the Behaviour Support Transition Unit. Age Wise Solutions continues to recruit for a new social worker.

Lee Manor

Office Coordinator Lindsey Watson submitted her resignation on October 5th, recruitment commenced immediately, and support was initiated to ensure gaps would be filled during the transition.

Hairdressing services were temporarily on hold during this period related to a temporary absence of our contracted provider. She has now returned, and services resumed the first week in November.

We continue to welcome back a few more of our volunteers who took a temporary leave of absence related to the uncertainty of COVID. Residents are benefiting from their return with enhanced socialization and relationships.

We continue to work with Human Resources to recruit staff. During the reporting period we welcomed 15 PSW's, 2 RPN's, 1 RN, 1 Dietary Aid and 1 Recreation staff to the care team.

PSW Coordinator Darlene Bowerman was recently invited to join Georgian College's PSW Program Advisory Committee. She will have the opportunity to share her experience with PSWs in the field to help inform and evolve their program to ensure student success.

Rockwood Terrace

Sheri Brandt (Nutrition Manager) resigned her position with Rockwood Terrace effective October 1, 2021. She has worked with the County of Grey at Rockwood Terrace for just over two years. Sheri was instrumental in the successful implementation of "room service" when the Pandemic started and continued to operate a "hybrid" meal service. Sheri has built many trusting relationships during her time here and managed the Food Service Department effectively and efficiently. We wish her the very best as she pursues this next chapter in her career. Recruitment is underway for this leadership role.

Mikayla MacArthur, who has been providing hair dressing services to the residents for the past several months resigned her position effective mid-September. Therefore, we are also in the process of recruiting a hairdresser for the contract position.

Projects, Location Events and Other

Grey Gables

Grey Gables Residents continued to enjoy front porch music until the end of summer. Musical performances by David Kell, Ron McManus, and Highland Country plus a special group of talented young dancers highlighted the summer.

Everything was a Rockin' & a Rollin' during our 1950's week in early September. Having Elvis on the property was the perfect finale to the theme week. Residents also went back to school in September with some music classes, geography lessons and even a spelling bee. The Tim Hortons Drive Thru was lined up down the hall this month when we once again turned the tuck shop into a Tim's Pick-Up Window.

Bowling continues to bring lots of smiles and laughter into the home and builds muscle strength and improves flexibility. We continue to focus on mental, spiritual, and physical wellness within the home. Our physio department works hard to improve and/or maintain our strength and endurance. Our chaplain continues to support our spiritual wellbeing through weekly worship services, bible studies, and one-to-one support.

After a 19-month hiatus we loaded up the bus and headed to the Beaver Valley to enjoy the fall colours in early October.

Lee Manor

During the month of August, residents were also able to safely resume outdoor picnic lunches. Fridays in the month of August were decade theme days. Recreation attempted to coincide the decade with the outdoor music scheduled for the same day. Thanks to our August performers, Brent Logan, Andrew Litt, Glen Eden & Jack Kay, and David Latham.

September arrived with the recreation team having a month of activities planned based around a fall fair theme. Residents participated in making fall fair flower arrangements, jewelry making, canvas painting, and thanksgiving painting days.

Monday, September 20th marked the date of the upcoming federal election. Election Canada was on-site at Lee Manor on Friday, September 17th to give residents an opportunity to exercise their right to vote. The voting station had a steady flow of participation throughout the day.

The residents were treated to a special outdoor music concert by Joe Passion who played music in recognition of National Grandparent Day. Our weekly outdoor Friday music also continued in September with performances from Wayne White, Mary Anne Holst, and Lori Masherin.

With the warmer weather and residents being able to enjoy larger outdoor groups across cohorts, some of our virtual spiritual services were able to be held outside in person. Our outdoor picnics continued into September for those home areas who were not yet able to get outside to enjoy a picnic lunch. It is a popular event for the residents as it offers a nice change of scenery!

Rockwood Terrace

In August our Recreation Team Members got creative and made an indoor ice cream cart which was a hit, they delivered ice cream door to door for all the residents one very warm weekend, and this was very well received.

Sharon Pegelo, the massage therapist that visits Rockwood, wanted to share her Monarch Butterfly Experience with our residents. When it came time to release some of the butterflies, she did so at the Care Community and the residents loved being part of this. We thank Sharon for thinking of us and letting us be part of the Monarch Butterfly's journey!

On August 29th we had our first bus trip since the Pandemic began early in 2020. Residents enjoyed a country drive and ice cream at the Walkerton Dairy Queen. Our bus driver George did not disappoint and acted as a tour guide pointing out interesting places and gardens along the way.

Four Paws Flying Entertainment presented a well-attended dog show on September 10th 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 then residents got to meet the dogs up close and personal.

On Thursday September 16th Rockwood Residents participated in the Annual Terry Fox Walk. This event is always a favourite at our home and collectively residents raised \$675.00. Deb and Rob Edwards the Durham Organizers were present on the day of our walk to cheer and encourage the participants. Congratulations to our residents who took part and a big thank- you to everyone who sponsored them.

September was an exciting month with lots of fall fair themed events. Residents spent the month working on poems, colouring contests, paintings, and crafts to compete in several different categories. A delicious Fall Fair luncheon prepared by our Dietary Team took place including homemade pies for dessert!

The fall leaf tour and other Thanksgiving themed events had to be canceled due to a respiratory outbreak so we will be looking forward to the return of programs and activity later in October when everyone is healthy again. Residents did enjoy a scrumptious Thanksgiving meal served by the Dietary Team.

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
Occupancy	92.3	96	95.6	96.2	96.4	97.3
Move-Ins	2	9	4	28	6	31
Discharges	4	16	8	31	11	34

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

Grey Gables

On September 30th an internal audit was conducted by the finance department on our trust accounts, it was reported that there are no concerns, and we are meeting our requirements.

An inspection from TSSA was conducted on October 18th with no deficiency, new stickers posted.

Lee Manor

On Friday September 17th an internal audit was conducted by the finance department with the purpose of evaluating trust accounts. The outcome was positive, no concerns were reported, and requirements are being met.

During the period of outbreak at Lee Manor, communication with the Ministry of Labour was maintained, no issues or concerns were reported.

Rockwood Terrace

On August 13th, an internal audit was conducted by the finance department on our trust accounts, it was reported that there are no concerns, and we are meeting our requirements.

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

Grey Gables

Monthly fire drills continue to occur monthly on each shift. Air temperatures of common rooms and Resident rooms continue to be taken 3 times daily on each shift with different rooms each time being tested.

Lee Manor

Air temperatures and monthly fire drills on all shifts continue to be performed as required. Code Brown and another Code Orange were also conducted during the reporting period. Staff have shared positive feedback from the opportunity to review different code scenarios which support ongoing learning and preparedness.

An inspector from the Electrical Safety Authority was scheduled to conduct an inspection. This was postponed due to the outbreak and is in the process of being rescheduled.

Rockwood Terrace

Monthly fire drills were held as per legislation. The annual fire inspection, originally scheduled for September 28, had to be postponed due to the outbreak.

Care Community Risks

Type of Risk	Grey Gables	Lee Manor	Rockwood Terrace
Includes complaints, Health and Safety & Legal	0	1	0

Written Complaints Summary

Grey Gables

No written complaints received during this reporting period.

Lee Manor

One written complaint was received during the reporting period involving care related issues from one resident and their family member. The Leadership team investigated the concerns and followed up accordingly.

Rockwood Terrace

No written complaints were received during this reporting period.

Compliments/ Colour It Story

Grey Gables

After surveying the Residents about what they missed most from home, we quickly realized that homemade pie was a common theme. Tammy, one of our amazing CSA's made eleven homemade pies,

all different flavours for the Residents to enjoy. Thank you Tammy, for bringing a taste of home back to our residents.

Lee Manor

Lee Manor is very fortunate to have a resident who brings with him an accomplished background in the world of art and has agreed to share his story. Chris Newbold is a self-taught artist whose mediums vary from acrylics to watercolours and pastels. His work has included a wide range of styles from detailed wildlife to soft appealing portraits.

Chris has generously offered to lead an art class with our residents in the upcoming months. He's excited to share his love and expertise to help residents create their own masterpiece.

Rockwood Terrace

A very special visitor arrived October 9 when Lexi, a nine-day old jersey calf was introduced to the residents. The calf, adorned in a blue blanket, is owned by Rockwood PSW team member Ciarra Pennings who took time from her weekend off to spread a little cheer to the residents. One resident commented that this was the closest she had ever been to a calf! Thanks for Colouring It, Ciarra!

Resident/Family Council Updates

Grey Gables

Residents Council continues to meet monthly. Family & Resident Satisfaction Surveys were reviewed at the council meeting in October to prepare for distribution of the surveys in early November.

Family Council continues to meet virtually. Family & Resident Satisfaction Surveys were reviewed at the council meeting in October to prepare for distribution of the surveys in early November.

Lee Manor

Resident Council met on August 19th and September 9th where residents were given the opportunity to share feedback on happenings around the home and participate in the fall menu planning.

Family Council met on August 18th and September 15th. Family & Resident Satisfaction Surveys were reviewed in preparation of November's administration of the survey.

Rockwood Terrace

Residents Council met September 13. Residents were introduced to the new PSW Coordinator, Carleen Best and were also notified of Sheri's (Nutrition Manager) upcoming departure. Resident Council Terms of Reference and the Whistle Blower Protection policy were reviewed.

Family Council was scheduled for September 8, but unfortunately there were no participants.