

Grey Gables, Lee Manor and Rockwood Terrace



Grey County Operations Report to Committee of Management Open Session

Submission Date: May 11, 2021

Information for the Months: February 15 – April 14, 2021

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County Council CC46-21

Quality

Publicly reported indicators/Survey Results

Q3 2020 (October – December 2020)

	Indicates Better than Ontario Average
	Indicates Worse than Ontario Average

Indicator	Ontario Average	Grey Gables	Lee Manor	Rockwood Terrace
		Q3 Oct-Dec/20	Q3 Oct-Dec/20	Q3 Oct-Dec/20
Improved or remained independent in mid-loss ADL	28.3%	19.2%	20.1%	48.2%
Worsened ADL	32.8%	39.6%	39.1%	38.7%
Worsened mood from symptoms of depression	21.9%	30.1%	20.2%	34.8%
Taken antipsychotics without a diagnosis of psychosis	19.1%	19.6%	15.5%	2.8%
Has fallen	16.5%	15.4%	22.6%	16.7%
Worsened stage 2 to 4 pressure ulcer	2.5%	1.9%	2.8%	1.6%
Daily physical restraints	2.9%	1.0%	1.4%	2.8%
Has pain	5.5%	3.3%	4.3%	0.6%
Worsened pain	9.4%	13.3%	6.6%	5.7%

The Q3 data, October to December 2020, was released by the Canadian Institute for Health Information (CIHI). The data shows that the care communities are making improvements in several areas. The Clinical Specialist and Accreditation and Quality Specialist are meeting with the care communities to review the areas the fall above the provincial average to do a thorough assessment of current strategies and reviewing best practices that will support improving indicator outcomes.

As part of our strategic planning the Colour It Mentorship Team (CMT) and each home's leadership team are currently participating in three "Colour It" sessions led by a consultant from Growing Leadership. These sessions provide an opportunity to deepen the teams understanding of the Colour It vision and promise so that we can enhance the experience we provide for our residents, families, and staff. Following these sessions, the teams will participate in a strategic planning day to develop the direction for the future particularly as long-term care will be evolving post pandemic.

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

Grey Gables

Ministry of Long-Term Care Inspectors visited the care community on February 25, 26, March 1-4, 2021. The purpose of the visit was to do a follow up inspection to a Compliance order around falls, a Critical Incident related to abuse and neglect and a complaint regarding nutrition and hydration. During this inspection the compliance order for falls was found to be in compliance at this time. The complaint inspection found no findings related to nutrition and hydration and the inspector has closed the file and followed up with the complainant. From the critical incident inspection, the following findings were issued:

- **Written Notification/Voluntary Plan of Correction** - Licensee failed to protect residents from abuse by anyone and shall ensure that residents are not neglected by the licensee or staff.
 - **Corrective Action**
 1. Referrals sent to BSO & Physician
 2. All new employees educated on BSO program and Residents Identified with Responsive Behaviours.
 3. Care Plans updated with interventions for Residents identified with Responsive Behaviours
 4. Ongoing monitoring
- **Written Notification/Voluntary Plan of Correction** - Licensee failed to ensure that strategies were developed and implemented to respond to residents sexually inappropriate behaviours.
 - **Corrective Action**
 1. Strategies developed and care plans updated
 2. Education and awareness of abuse & responsive behaviour policy to all staff
 3. Check list has been developed and implemented for future reference
- [MOLTC Complaint Inspection Report March 19 2021](#)

Lee Manor

A Ministry of Long Term Care Inspector visited the home to follow up with Critical incidents and complaints. While on site, the inspector also performed an IPAC assessment. The inspector was in the Care Community on April 7th, 8th, 13th, 14th 15th and 16th. The inspection was to be completed Monday April 19th however the Inspector was called away unexpectedly. The inspection is expected to resume as soon as possible, and a report will be issued upon completion.

Rockwood Terrace

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

Surveillance Testing

Grey Gables

On March 8th the mandatory Rapid testing for Covid-19 started. Testing is completed up to 3 times per week. We have a testing station set up with a waiting area attached. Testing is available 7 days a week from 7 a.m. – 11 p.m., staffed by 2 full time and 2 part time RPN's. We are conducting an average of 370 swabs per week. There has been 100% compliance to the surveillance testing.

Lee Manor

Mandatory Rapid Antigen testing was implemented in March which involved transitioning to a swabbing clinic that could operate 7 days a week on-site. The process involved reconfiguring our physical space and additional nursing resources to support daily clinic operations from 5:30 a.m. to 11:30 p.m. Testing is completed up to three times per week and our average numbers of weekly rapid antigen tests provided on-site are 650. Should a staff member become symptomatic a PCR test is administered onsite or the staff member can access an assessment centre for the procedure.

Rockwood Terrace

Effective March 8, mandatory Antigen testing (a point-of-care rapid test for the novel coronavirus) commenced at Rockwood Terrace. Testing is available seven days per week from 5:30 a.m. to 9:30 p.m. and consists of two full time and two part time staff. Currently 460 tests on average are completed weekly and we have had one positive test to date.

Outbreaks

Grey Gables

On February 22nd, Public Health declared a Gastrointestinal Outbreak on the Pine-Ridge home area. There were 4 Residents affected with GI symptoms, the symptomatic residents plus 2 roommates were tested and all tested negative for Covid-19, Influenza A/B and RSV. Four staff members experienced some GI symptoms at the same time, were tested and their swab results also returned negative. The home implemented enhanced measures by cohorting each home area and isolating residents to their own home area. Tray service was provided, and full droplet and contact precautions were initiated for Pine Ridge home area. The team did an outstanding job of organizing and implementing all IPAC measures. On February 27th the outbreak was declared over, and no causative agents were identified.

Lee Manor

There have been no outbreaks at Lee Manor during this reporting period. However, we experienced a low-level positive result in a team member on April 15th where Public Health gave direction for enhanced surveillance measures. Two days later, the test was deemed a false positive after having two subsequent negative test results.

Rockwood Terrace

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

People

Grey Gables

Grey Gables continues to hire PSW and CSA's. The home is encouraging the CSA's to register for the Essential Skills Support Care Worker micro-certification program.

Nathan McCabe who works as a part time cook is currently taking his Food and Nutrition Management Course and is completing his co-op hours with Crystal Lucas the current Nutrition Manager.

Lee Manor

Jason Hellyer was appointed to the Acting Building Services Supervisor position earlier this year.

The Human Resource Department has also been actively recruiting Personal Support Workers (PSWs) as well as Emergency Support Workers (ESWs) to support resident care needs at Lee Manor. The Essential Skills Support Care Worker micro-certification program has been introduced to our current ESWs.

Lee Manor has also welcomed PSW students from Georgian College who are completing their LTC placement. A high school student from St. Mary's joined us for a semester to gain exposure to LTC and a potential future career choice.

Rockwood Terrace

Dr. David Walley has been the Medical Advisor since the home opened in October 1984. Earlier this year, Dr. Walley announced his retirement effective April 29th. We will certainly miss his dedication to residents, team members, the Influenza Immunization campaigns and Rockwood Terrace in general, and wish him the very best for his well-deserved retirement.

Fortunately, another long-standing area physician Dr. Mary Pillisch will be assuming the role of Medical Advisor effective April 30th. Dr. Pillisch has been an Attending Physician at Rockwood Terrace for several years so is very familiar with the team and policies at the Care Community. We welcome Dr. Pillisch to this expanded role and look forward to working alongside her as we proceed with redevelopment.

Projects, Location Events and Other

Grey Gables

We celebrated our LOVE of food this year for Valentine's Day. The Residents decided home-made lasagna and red-velvet cupcakes needed to be on the menu and they would do the cooking. Love was definitely in the air on Valentine's Day and it smelled delicious!

Although there was only one day between the two special events, we didn't let that stop us from indulging in more sweet treats on Pancake Tuesday. Fresh pancakes and maple syrup were served at lunch and we couldn't let Fat Tuesday pass without a yummy donut, or two, for dessert.

Reopening hairdresser services was a highly anticipated and exciting day for all within this home. Our wonderful hairdresser was able to make many of our Residents feel and look amazing when she opened for business on February 18th.

In mid-February we opened a Tim Hortons' Drive Thru for Residents to enjoy. It was a snowy, blowy February day and the coffee and donuts helped to cure those late winter blues.

We started off March with a delicious Paradise Luncheon organized and prepared by Michaela Harron as part of her Registered Dietitian Placement, through Brescia University. She chose a tropical theme as it was a long dreary winter and she wanted to provide some warm, fun activities. She visited Residents and asked for their insight into menu items and props to use for the day.

Tales of the Irish, Shamrock Shakes and Pots of Gold were as abundant as the shamrocks of Ireland on March 17th for our annual St. Patrick's Day Celebrations.

Grey Gables has lots of hockey fans and the competitive spirit was alive and well with our socially distanced "Let's Play Hockey" Game in March. Lots of laughter and cheers were heard throughout the building. The Washer Toss Game & BINGO were two other games we modified this month to keep our Residents safe while still being socially, physically & mentally engaged.

Our Heritage Room was transformed into the picture-perfect day at the beach during the latter parts of March. Sounds of the waves hitting the shore, sun hats, beach balls, sand toys and more were on hand to make it the ultimate beach experience.

Easter was a day full of fun and laughter this year as the Easter Bunny delivered special treats to all the Residents, staff and DCP's. The weather couldn't have been better so many of the Residents enjoyed sunshine and fresh spring air this Easter.

Lee Manor

Arguably one of the most well received activities that occurred during this period was the return of Hair care services. The salon experience allows residents the opportunity to be pampered and enjoy a special one-on-one visit with our stylist Karen Jackson who is truly focused on making residents feel special. Residents always return from the salon bright and cheerful where staff admire the residents new cut and style adding to their delight.

The month of March saw many activities based around St. Patrick's Day. The resident's got in the spirit of participating in the staff "wear green" day. Resident's had St. Patrick's Day arts and crafts and were also treated to green ice-cream floats. St. Patrick's Day also brought a traditional Irish meal option for the resident's which was a big hit. Mealtime also came with some live entertainment in the form of an Irish tap dance routine that was performed by our dietary manager, Paige Caswell. Smiles and clapping were seen of many of our resident's in appreciation.

Excitement continued for residents in March when they were surprised with a special delivery from Grade 1 and 2 students at Alexandra school. The students sent beautifully handmade spring flowers to

mark the beginning of spring and brighten our spirits. The kind gesture left residents beaming with appreciation and optimism as we look forward to the sights and sounds of spring.

April greeted us with some nice weather which we took full advantage of and supported residents getting outside. Designated Care Partners also enjoyed the opportunity to expand their visits to the outdoors for walks and relaxing conversation in the garden area. This was a particularly popular activity over the Easter weekend as it offered several warm days. Easter was also celebrated with many themed activities including a painting class, bingo, arts and crafts and themed games. Easter Sunday brought a special visit from the Easter bunny. George the bunny made her rounds to visit all the residents. Some great pictures were captured of residents enjoying their time with their instant furry friend George.

Day to day physically distanced group activities continue to be offered including bingo, Virtual church services, Chair Yoga, 1:1 Outdoor and indoor walks, along with arts and crafts. Residents particularly enjoyed the opportunity to prepare spring plantings and partner with Grey Roots to enjoy some historical virtual presentations. We continue to explore program ideas and have several outdoor musical performances in mind for the upcoming months.

Rockwood Terrace

On Thursday February 18th we welcomed back our hairstylist Mikayla to the home, residents missed this service and were very happy to see her return!

Rockwood Terrace enjoyed a few more “Tim Hortons’ Drive Through” events, on March 4th and on April 1st. Yvonne and Paul MacGillivray, owners of the Durham Tim Hortons graciously donated the coffee and donuts for the March Event. We were also gifted with a Tim Hortons’ uniform for one of our team members to help make this event even more authentic! Residents love this activity and we will continue to hold it monthly until we are able to go to Tim’s in person!

St. Patrick’s Day was a festive day with many staff dressing up in silly attire as well as sporting green. Residents enjoyed “green beer” at lunch and lots of laughs. A scavenger hunt was held in the afternoon with the winners taking home some prizes. Residents did very well to find the hidden rainbows and shamrocks that the recreation team placed around the home. The competitive spirit of our residents really comes out during these scavenger hunts that are held for most of the holidays/theme days.

Residents enjoyed a summer picnic with a delicious KFC luncheon served on Friday March 19th. The famous chicken aroma filled the dining rooms and was enjoyed by all!

Residents and Families were happy with the return of Indoor and Outdoor Visits on Thursday March 18th. This gave friends and families who are not DCP’s an opportunity to visit their loved ones again. This was short lived with the provincial shut down being announced on April 3rd, but we look forward to them commencing again hopefully soon.

The unseasonably warm weather in March was a welcome relief to residents who were feeling a bit cooped up after the winter months. Many residents continue to take advantage of getting outside for some fresh air and some outdoor exercise.

Hawaiian Day was a fun event held at the home on Friday April 9th. Residents enjoyed a come and go celebration with special drinks and treats in the auditorium. We had a special video presentation that

highlighted the beautiful scenes of the Island, a photo booth, and a beautifully decorated area to simulate a trip to the Island.

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	99.67	99.23	95.86	97.24	96.96	96.5
Move-Ins	0	17	3	11	9	17
Discharges	2	18	2	8	5	15

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

Grey Gables

A Public Health inspector was on-site to perform a routine inspection of our food premises on April 7th, 2021. The following Critical Violations were noted.

- **Cleaning and Sanitizing** – Repeat observation, the home failed to maintain proper sanitizing rinse temperature of a dish machine on Maple Lane home area
 - **Corrective Action:**
 1. Contacted contracted service to conduct a service inspection on temperature gauge
 2. Re-educate staff on proper use of dish machine
- **Food Handling** – Repeat observation, the home failed to store and handle ice in a sanitary manner.
 - **Corrective Action:**
 1. Staff reminded to not keep the scoop for the ice in the ice machine
 2. Signs have been posted
 3. Designated container for scoop has been assigned

Lee Manor

A Public Health inspector was on-site to perform a routine inspection of our food premises on March 29th, 2021. No critical violations were noted, and one non-critical violation was observed which was immediately corrected during the inspection.

Rockwood Terrace

An inspector from the Ministry of Labour attended the Care Community on March 5. The purpose for the visit was to review a Critical Injury. There were no orders issued as a result of this investigation.

While visiting, an infection control audit related to COVID-19 was also completed. As a result of this review, two orders were issued-the first related to a team member who had removed her mask in the staff room and was not eating at the time, and the second related to lack of eye protection for team members. The mask issue was corrected immediately, and eye protection was implemented not only for team members but anyone entering the Care Community on March 5th.

A Public Health inspector attended the Care Community to complete a routine inspection of the main kitchen on April 8. There were no critical violations noted as a result of this visit.

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. Code blue and Code black mock drills were performed this reporting period as well.

All staff have been mask fit tested for the N95 masks.

Generator project has been completed and inspected by TSSA and Hydro One.

Laundry project has been completed with the installation of 2 washers, 2 dryers and new make-up air. Hydro One and Enbridge Gas both inspected this reporting period.

Eye protection was implemented in March for everyone coming into the building. A variety of choices are available.

Lee Manor

Our residents received their 2nd COVID vaccine dose on Tuesday, March 2nd. On Sunday, March 28th Lee Manor hosted its 2nd vaccination clinic for staff and designated care partners. Our partners at the Day Away program kindly allowed us to use their space which helped make the vaccine clinic a huge success with the increased square footage. In total, 279 doses of Pfizer were administered with 35 individuals having their first vaccination. The efficient teamwork between public health and our Lee Manor staff resulted in successful clinics.

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

Opportunities for staff N95 Mask fit testing were also coordinated during this reporting period for new, returning and staff who have outdated test results.

The second week in March, eye protection became mandatory for all staff and visitors. A variety of options have been since made available to allow for personal preferences and comfort.

In the very early hours of April 10th, the home experienced a broken plumbing valve which caused flooding. The fast action of staff allowed the water to be contained to a small area and had no impact to the provision of care or the safety and security of the residents.

Rockwood Terrace

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

Public Health ran a few vaccine clinics during this time. The first was held on Saturday February 20th where 150 doses of Pfizer-Biotech vaccine were administered to those who had consented. On Monday March 29th public health returned and 174 doses of both the Pfizer and Moderna vaccine were administered to Team Members, Designated Care Providers and Residents. Most of these individuals were receiving their second dose, while a few attendees received their first dose. The clinic ran smoothly and we wish to thank everyone who took part. The mood at both the clinics was very positive and hopeful giving us another layer of protection in the fight against Covid-19.

As noted above, eye protection has been implemented for everyone entering the Care Community.

Care Community Risks

Type of Risk	Grey Gables	Lee Manor	Rockwood Terrace
Includes complaints, Health and Safety & Legal	1	2	2

Written Complaints Summary

Grey Gables

One written complaint from a family member regarding resident to resident abuse was received during the reporting period. The complaint was submitted to the Ministry of Long Term Care. The leadership team investigated the complaint and followed up with the complainant.

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. Both were submitted to the Ministry of Long Term Care as Critical Incidents. The Leadership team investigated the complaints and followed up with the complainant.

Rockwood Terrace

A written complaint related to current restrictions and third-party oversight in long term care was sent to the Minister of Long Term Care, Public Health, Director of Long Term Care and team members of both Rockwood Terrace and Brucelea Haven. Responses were provided by Public Health and Director of Long Term Care related to the need to balance the safety of residents as well as connection to their loved ones as well as the role of the third-party oversight.

Compliments/ Colour It Story

Grey Gables

Grey Gables continues to receive compliments and support from Residents, Families and the Community but our greatest colour it story this reporting period has been our Vaccine clinics.

On February 21st we received the welcome news that we could vaccinate our staff and DCP's. We quickly pulled together a vaccine clinic in our centre core area. When the day was done, we vaccinated over 130 people. The teamwork of Public Health and Grey Gables staff worked wonderfully together, and the day was a huge success

On March 3rd, 2021 we received the welcome news that the Residents of Grey Gables would be getting their second dose of the Moderna vaccine. Public Health was onsite, and our own Registered Staff administered the 67 vaccines.

On April 1st we held our second staff/DCP vaccination clinic. Again, we quickly pulled together a vaccine clinic in our centre core area. By the end of the day over 130 second doses were administered and twenty-five staff/DCP's received their first dose. Public Health and the Grey Gables staff worked very well together, and the day was another huge success.

Lee Manor

On February 19th the residents were treated to a "Tim Hortons' Reverse Drive Thru Day". The recreation staff outfitted a cart with Tim Hortons Coffee and Donuts and went door to door to take the treats to the residents. The residents were very appreciative, and the day was a huge success. A special thank you to the ownership at Tim Hortons for kindly donating the coffee and donuts for our residents.

The residents and recreation team were touched by the generosity. Together they coordinated a personalized large Bristol board sized "thank you card" that was adorned with several photos that captured the resident's enjoyment of the day. The residents then added their touch by signing and providing notes of thanks to the Tim Hortons Staff.

A recreation team member proudly delivered the card to Tim Hortons where it was met with excitement and surprise. The owner then followed up with a personal call to Lee Manor to share just how much the gesture meant to the staff. She described how it was unexpected and spread joy and pride throughout her team, giving them an enormous boost in morale when they really needed it. A true reminder that when we Colour It with kindness and gratitude, we can all help each other get through this together.

Rockwood Terrace

The Easter Bunny Visited on Good Friday. Thanks to team member Ev Fess who donned the Bunny Suit to deliver chocolate and Easter Greetings to all the residents in the home.

The Care Community supported the celebration of a 60th wedding anniversary for a resident and her spouse. The Program team decorated the auditorium to create a party like atmosphere and family

visited both at the window and indoors while following all COVID safety regulations. Both the bride and the groom were teary as they shared stories and pictures of their wedding day.

Resident/Family Council Updates

Grey Gables

Residents' Council met on February 24th. The Resident & Family Satisfaction Survey Presentation was given and enjoyed by the members. No Issues or concerns raised during this meeting.

Residents' Council met again on March 30th. No issues or concerns were raised. Residents continue to express their thanks & appreciation to the staff for all they do.

Family Council met on March 31st. During the meeting there was good discussion about increasing family member participation in council. A new brochure and survey were both created to help with recruitment moving forward.

Lee Manor

Resident Council continues to meet virtually monthly. No issues or concerns have been brought forward. Residents expressed pleasure in being able to get outside and enjoy the warmer weather.

Family Council also continues to meet monthly, virtually. Meetings have been engaging with the sharing of ideas and providing updates on funding initiatives, ongoing changes to visiting policy and IPAC protocols related to COVID directives. Family Council continues to share their gratitude for the Care Communities efforts to keep residents safe.

A summary of results from the Resident and Family Survey were also reviewed with both Councils, no issues or concerns were voiced.

Rockwood Terrace

Resident Council meetings were held February 26th, March 15th and April 12th.

A virtual Family Council meeting was held March 24th.

Resident and Family survey results and several program reviews have been presented to both Resident and Family Councils.