

Grey Gables, Lee Manor and Rockwood Terrace



Grey County Operations Report to Committee of Management Open Session

Submission Date: November 10, 2020

Information for the Months: August 15 – October 14, 2020

Endorsed by Council:

Quality

Publicly reported indicators/Survey Results

Q1 2020 (April-June 2020)

Indicates Better than Ontario Average
Indicates Worse than Ontario Average

Indicator	Ontario Average	Grey Gables	Lee Manor	Rockwood Terrace
		Q1 Apr-Jun/20	Q1 Apr-Jun/20	Q1 Apr-Jun/20
Improved or remained independent in mid-loss ADL	28.3%	22.3%	36.8%	41.5%
Worsened ADL	32.8%	38.1%	30.6%	26.9%
Worsened mood from symptoms of depression	22.2%	30.6%	16.6%	16.3%
Taken antipsychotics without a diagnosis of psychosis	18.5%	10.4%	15.2%	1.9%
Has fallen	16.6%	11.5%	16.2%	17.2%
Worsened stage 2 to 4 pressure ulcer	2.5%	1.8%	3.3%	1.9%
Daily physical restraints	3.2%	0%	2.3%	1.7%
Has pain	5.5%	1.5%	1.2%	2.0%
Worsened pain	9.4%	9.5%	5.5%	6.1%

To ensure transparency amongst all long-term care communities the chart has been updated to reflect the current publicly reported indicators. The Q1 data recently released from the Canadian Institute for Health Information (CIHI) shows that the care communities continue to make improvements in several areas. Improvements are reflective of ongoing focused initiatives and data accuracy. Quality improvement programs continue for the areas that are above the provincial average.

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

Grey Gables

Ministry of Long-Term Care inspectors attended the care community on September 22, 2020 to review a critical incident related to falls. The inspectors reviewed clinical records, plans of care, the care communities' investigative records and observed resident and staff interactions. During this inspection, non-compliances were not issued.

Lee Manor

Ministry of Long-Term Care inspectors attended the care community on September 29, 30, October 1, 2, 5, 6, 7 and 8, 2020 to follow up with two critical incidents and resident complaints. The inspectors reviewed clinical records, plans of care, the care communities' investigative records and observed resident and staff interactions. We are awaiting the inspectors final report.

Rockwood Terrace

Ministry of Long-Term Care inspectors attended the home from August 17-21, 2020 however this visit was reported in the previous report covering the period June 15-August 14, 2020.

Surveillance Testing

Grey Gables

Surveillance testing is provided on site every two weeks over two days. Compliance ranges from 19-35%. The care community also provides onsite COVID testing if a team member presents with symptoms and upon return from an extended leave. We are also providing testing for our DCP's one day a week every two weeks, with approximately 40 people attending and the numbers continue to grow.

Lee Manor

Surveillance testing is provided on site every two weeks over two consecutive days. Compliance ranges from 16-24%. The care community also provides onsite COVID testing if a team member presents with symptoms and upon return from an extended leave. Effective October 6th, we expanded our testing clinics to DCP's who have been actively utilizing this opportunity. To date 80 DCP swabs have been completed on site.

Rockwood Terrace

Surveillance testing continue to be provided on site, over two days, every two weeks. Compliance ranges from 40-47%. Testing also occurs on site if a team member presents with symptoms and upon return from an extended leave. We are currently exploring the feasibility of partnering with Grey County Paramedics to offer surveillance testing to family members and friends who wish to attend indoor visits or participate in the Designated Care Partner Program.

Outbreaks

Grey Gables

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

Lee Manor

Lee Manor experienced a respiratory outbreak commencing September 23rd. All public health measures were followed, and the outbreak was declared over on October 5th.

Rockwood Terrace

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

People

Grey Gables

Grey Gables continues to see staffing challenges related to leaves of absence associated with COVID-19, as well as implications of Directive #3 whereby staff are restricted to work in one health care location. Grey Gables continues to actively recruit. In addition, we continue to recruit Emergency Support Workers (ESWs) to assist in various roles, including screening and assistance on home areas.

Grey Gables welcomed a new Occupational Therapist on August 12, 2020. Our social worker resigned on September 29th and Age-Wise Solutions is in the process of hiring her replacement.

In September, Heather Hastie stepped out of her role as PSW and into a temporary full-time scheduler position. She has quickly adapted to her new role and is an asset to the administration office.

Lee Manor

Lee Manor continues to see staffing challenges related to leaves of absence associated with COVID-19, as well as implications of Directive #3 whereby staff are restricted to work in one health care location. Lee Manor continues to respond with an active recruitment strategy, hiring in all disciplines impacted. In addition, we continue to recruit Emergency Support Workers (ESWs) to assist in various roles, including screening and assistance on home areas.

On August 28th, Director of Care Patti Mink announced her retirement. Patti worked for Grey County for over 13 years, bringing over 40 years of nursing expertise. Associate Director of Care Susan Torrie has accepted the position of Director of Care on September 28th. Susan has a long-standing history at Lee Manor where she began as an RPN and transitioned into the RAI Coordinator position prior to becoming ADOC. Recruitment has begun for the ADOC position.

Lee Manor established a contract agreement with Footcare Service Provider, Sandra Mirolovic in August. Sandra began servicing residents in-house late-September. A contract agreement was also signed with Hair Service Provider Karen Jackson, and the salon re-opened late-September.

On September 15th, Physiotherapist, Payal Shah began working in-house. Payal provides service to the home on Tuesdays and Fridays and has been a welcome addition to the team.

Rockwood Terrace

We welcomed JDSS high school Co-op Student Hayley Voisin to the home in September. Hayley is in search of her career path and joined the recreation team where she has become familiar with our residents and helped to deliver small recreation programs with the team. Hayley's energetic personality has been a welcome addition to the home, and residents have really enjoyed spending time with her.

We continue to seek applications for the contract hairdressing position at Rockwood. Residents are really missing this valuable service. Unfortunately, interest in the position has been minimal.

On site visits by the Dietitian, Massage Therapist and Physiotherapist resumed during the reporting period.

We continue to actively recruit Registered Nurses, Registered Practical Nurses, Personal Support Worker's and Care Support Assistants.

Projects, Location Events and Other

Grey Gables

Our Colour It Connect Program continues to be huge part of our day to day operations with virtual visits, window visits, outdoor visits and indoor visits all going strong. On August 6th we introduced our Designated Care Partner (DCP) Program with a pilot project of nine residents & twelve DCP's. The pilot went extremely well, and we saw a significant improvement in the overall mental and emotional health of the residents involved. On September 9th we were required by the province to offer this program to all our residents as part of updated provincial visiting guidelines. Many families have completed all requirements and are actively visiting their loved ones. As of October 14th, Grey Gables has over 60 active DCP's with many others in the process of completing their education component.

To help our DCP's meet the Provincial Directive related to the requirement of negative COVID-19 testing within 14 days of their visit, Grey Gables started to offer swabbing clinics for our DCP's. We have held three very successful clinics to date, with many DCP's taking advantage of this service. We had 20 participants on September 28th, 37 participants on October 9th & 48 participants October 26th. Overall, this has been extremely well received and appreciated by the DCP's.

On August 28th we received an update to Directive 3 that allowed Residents to spend time away from the long-term care home for day trips or overnight absences. Families were soon taking Residents out to enjoy country drives and the opportunity to visit a coffee shop or restaurant. On October 3rd, our three care communities temporarily suspended short term absences/day trips due to the increased number for COVID cases in the province. Although disappointed, both families and residents accepted and understood the necessary change.

The home is decorated for the fall season with corn stalks and scarecrows dominating our hallways and dining rooms. While still following the guidelines around social distancing, the program department have been trying to keep some of our favorite Autumn activities going strong. BINGO, pie making, pumpkin carving and season crafts just to name a few. Although Thanksgiving was very different this year, the residents did enjoy an amazing traditional meal on Sunday October 11th. Many compliments to the cook and dietary department for a scrumptious turkey dinner with all the trimmings. We have been

busy over the past 6-8 weeks gathering pictures of residents and staff at Grey Gables. We are excited to share our newest slide show ["It's a Beautiful Day."](#) ENJOY!!

Lee Manor

Lee Manor continues to utilize Recreation and Leisure services to support the resident's interests and needs while balancing Infection Prevention and Control (IPAC) guidelines and other COVID-19 related duties, such as visitation. The Recreation department continues to support Virtual, Window, Outdoor and Indoor visiting for residents and their families. During the reporting period, the home hosted approximately 290 virtual visits, 35 window visits, 85 indoor visits, and 350 outdoor visits. Amongst the visiting schedule, the Recreation staff facilitate a Neighborhood Time model of care, wherein they meet the needs of the residents within the neighborhood, based on their individual interests and abilities. The team has also incorporated small group activities, such as distanced bingo, karaoke, crafts and more. The Physiotherapy department has also begun to incorporate small group classes. As a home, we continue to observe, plan, implement and evaluate different styles of programming that best meet the residents' needs while promoting their health and safety.

The month of September hosted another schedule of theme days; where staff and residents were invited to dress up and partake in festive activities. This month's themes included Back to School, Harvest Day, 70s Day and Oktoberfest. The Dietary department ensured a thematic food item was served for lunch on each of the theme days.

A series of weekly outdoor concerts were held in the courtyard beginning at the end of August until Thanksgiving Weekend. Several entertainers performed for the residents, including Country & Western and Caribbean groups. The residents were able to enjoy from the comfort of their own room with their window open, or in the courtyard while maintaining safe physical distancing.

The update to Directive #3 also allowed for residents to engage in Short Term and Temporary Absences, effective August 28th, 2020. A series of measures were put into place to ensure that residents attending outings could do so safely. The residents were very happy to be able to go on day trips again. Several of the residents went on outings the day of the announcement. This update allowed for many to reconnect with their loved ones and friends to enjoy beloved pass-times like a country drive, retail shopping, a trip to the hair salon, or getting a manicure.

On September 23rd a respiratory outbreak was declared on home area 3rd South, resulting in changes to programming and visiting options. Despite the outbreak status the recreation department did a great job of connecting residents with loved ones virtually. The staff also provided 1:1 visitation and activities at the end of their shift, allowing for cohorted services and reduced risk to the other home areas.

Lee Manor celebrated Thanksgiving with a staff appreciation event. An assortment of muffins and drinks were provided for staff to enjoy as a small token of thanks for their ongoing dedication and hard work. The residents enjoyed a festive meal Thanksgiving Sunday of Turkey or Ham and all the fixings. Families took advantage of the various visiting opportunities over the weekend, enjoying the last of the warmer weather. Despite things looking a little different this year, there was so much to be thankful for and to celebrate.

Rockwood Terrace

On Tuesday August 25th Rockwood Residents enjoyed a drive through car show, organized by Local Classic Care enthusiast John Lockner. Over 20 drivers took part and the event was greatly enjoyed by the residents. The residents really enjoyed the show waving to the drivers and seeing their classic vehicles on display.

On September 9th the DCP program was expanded to all residents in the home being able to have two caregivers of their choosing come in to support them. Not all residents and families have taken part in this program but having it available has meant the world to our residents and families that are participating. Being able to attend the home unscheduled and visit their loved ones in their rooms or being able to stroll through Pinegrove Garden together after months of non-conventional visits has been heartwarming to watch and has really improved the emotional well being of our residents.

Our residents continued to enjoy weekly outdoor music programs with Al Crawford, Ron McManus, Maryanne Holst, Robin and Sam and The Almond's right through to October. The time outdoors with familiar music being played was like magic for residents. Even with having to socially distance from one another the afternoons were filled with laughs, dancing and tapping along to many of their favorite songs.

On Tuesday September 15th, Four Paws Flying Entertainment attended the home for their Annual Dog Show. Residents have greatly missed the presence of visiting pets in the home, the show was well attended and enjoyed by all! Jenelle and her furry companions entertained attendees with their tricks and talents. Some of these show dogs have competed in competitions as far away as Europe and the residents loved hearing their stories of being rescued by Jenelle, a true animal enthusiast. A big thanks to Four Paws Flying Entertainment.

Our Grandpal Program with our Grade 4 neighbours at Spruce Ridge School looks different this year, but nonetheless our fabulous recreation team has undertaken delivering this program in a more virtual format. Residents with the help of recreation staff, our co-op student and their DCP's are busy filling out surveys to then be matched with their grandpal so the letter writing can begin. Instead of meeting in person, the school and the recreation team will be helping our residents and the children meet virtually later this fall. Meeting one another has always been the highlight of this meaningful program and we look forward to sharing these precious moments in our next report!

Just like all of us Thanksgiving looked different this year for Rockwood Residents, but that did not stop the residents from enjoying a delicious meal prepared by our Dietary team and enjoying the beautifully decorated home, thanks to the Recreation Team.

With the onboarding of DCP's and the cooler weather which has decreased the need to support outdoor visits, the program staff have had more ability to offer small group programming such as art projects, bingo, glamour hour ice cream socials and tuck shop. We are looking to expand this through the next few months as meaningful activity is so important to our residents. Having programs to look forward to helps to pass the days in a joyous way.

Occupancy

2020 Occupancy Data	Grey Gables		Lee Manor		Rockwood Terrace	
	Reporting Period	Year to Date	Reporting Period	Year to Date	Reporting Period	Year to Date
Occupancy	98.48	99.14	98.36	98.86	98.15	98.92
Move-Ins	5	19	8	38	9	33
Discharges	6	17	12	37	11	34

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

Grey Gables

The Grey Bruce Health Unit completed an inspection of our kitchen, serveries and staff room on September 22, 2020. The result of this inspection was a “pass” rating however we have a couple of areas as noted violations that have been corrected.

[Public Health Kitchen Inspection Grey Gables September 22 2020](#)

Lee Manor

On August 31st, AVIA engineering inspected our pressure vessels for TSSA (Technical Standards and Safety Authority) compliance. There were no findings based on the 3 boilers included in the inspection.

On October 14th, a Solucore consultant was on site to perform a Building Condition Assessment. Our Environmental Manager escorted the consultant throughout the building and outdoor property. A report will follow and will be shared with the County.

Rockwood Terrace

The Grey Bruce Health Unit completed a virtual inspection of the Vaccine Cold Chain Maintenance on September 10, 2020. The result of this inspection was a “pass” rating, however there were four suggestions provided to us that we have implemented.

On September 22, 2020 West Grey Fire Service completed the annual building inspection and Vulnerable Occupancy drill. There were no violations as a result of the inspection, and we were able to evacuate one wing past two sets of fire doors with minimum staff in five minutes and thirty seconds.

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

Grey Gables

Fire drills continue to occur on each shift every month. Code Black and Code Brown were practised in the month of August.

63 residents were given their Influenza Immunization and we are currently providing immunization to the team members.

Exciting news, the land behind Grey Gables has been officially transferred to Grey Bruce Health Services for the construction of the new Markdale Hospital.

This fall Grey Gables will be installing a new standby generator to provide power if our Hydro is compromised. The new generator has about one third more power than the original one and that will allow us to have more power available for emergency situations. Also, in September we are replacing our second aging washer in our laundry room followed by the installation of two new dryers.

In our power plant we are replacing our Water Softening equipment so we can supply soft water for laundry services and resident's baths. We are almost finished updating our air conditioning equipment and this will allow us to use environmentally friendly refrigerant in all our cooling equipment. Regular fall maintenance includes sidewalk repair, and caulking around windows. We are working hard to keep Grey Gables a beautiful and safe place for the people who live here and the people who work here.

Lee Manor

In the fall some minor exterior projects were completed including levelling sidewalks, relining the parking lot, and making the home festive for fall with beautiful outdoor planters, corn stalks and scarecrows.

Influenza immunizations were conducted in October for both residents and staff. This year marked a significant increase in staff participation, reaching a 64% vaccination rate. Although the scheduled staff immunization clinics have concluded they will be administered upon individual request.

Monthly fire drills continue to occur on each shift.

Rockwood Terrace

Fire drills continue to occur on each shift every month. As noted above the mandatory Vulnerable Occupancy drill was completed with West Grey Fire Service in September.

All residents who provided consent were given their Influenza Immunization and we are currently providing immunization to team members.

Written Complaints Summary

Grey Gables

No written complaints were received during the reporting period.

Lee Manor

One written complaint received from a resident regarding care concerns. Issues were investigated and follow-up with the resident occurred.

Rockwood Terrace

No written complaints were received during the reporting period.

Compliments/ Colour It Story

Grey Gables

We continue to receive many positive comments from Residents and families, one to note came from a family who's loved one passed away. It included these comments; "I cannot thank you and your team enough, for making moms stay at Grey Gables so wonderful. As hard as it was for me to put mom in your home, it made it so much easier to know she was so well taken care of.", "I can't say enough about how wonderful the staff on Pine was, they brought me food and drinks and offered their help and support at every turn.", "Grey Gables is the best place for anyone to have their loved one."

Lee Manor

The Lee Manor team embraced the "Colour It" philosophy to support an out-of-province family member in visiting their loved one. The interdisciplinary staff worked together to support the family member to receive their COVID-19 test on-site, avoiding delays at the assessment center. While awaiting the results, the team coordinated multiple outdoor visits per day to support their connection. Once the test results were returned, the team again "Coloured It" for the family member, allowing them to stay beyond visiting hours with additional provisions in place. Each of these accommodations were discussed well in advance with the family member and the leadership team, proving that open communication is essential to supporting safe and effective visiting. The resident continues to speak of how successful and enjoyable these visits were, and how grateful they are for the accommodations that were made to help "Colour It" their way.

Rockwood Terrace

We continue to receive many positive comments in thank you cards sent to the Care Community as well as acknowledgement in the local newspaper. Comments include: "I was so impressed with the quality of care that she received at Rockwood Terrace." "We appreciate all the work and care that goes into keeping her well and safe." "When my mother arrived, the staff welcomed her into Rockwood Terrace and made her feel very much at home." "I would like to take this time to thank you for making Rockwood Terrace a wonderful home and for having staff that not only take good care of the residents needs, but also really care about the residents, almost like they are family."

Resident/Family Council Updates

Grey Gables

Family Council did not meet virtually in August or September but did come together on October 13th for a very successful Zoom meeting. Cynthia Merrifield, DOC, joined and provided an update on the upcoming flu campaign and all things nursing. It was a great discussion and the council have requested an administrative update for the November meeting.

We held a travelling Residents Council meeting in October as well. Over a few days we were able to meet with most Residents and address any concerns. Food Council was included in the approach and the manager of dietary services was able to address any concerns brought forward.

Lee Manor

The Lee Manor Family Council met virtually on September 1st and October 6th. The meetings continue to see a strong number of active attendees and have been well received by those in attendance. The home will continue to facilitate virtual Family Council meetings monthly.

The home continues to utilize the Ontario Association of Resident Councils (OARC) bulletin as a template to provide regular updates to the residents, as well as regular in-person communications with Resident Council chairpersons. Preparations are underway to support virtual Resident Council meetings that will allow for monthly scheduled meetings with a greater number of attendees, while maintaining safe physical distancing. Lee Manor will continue to use the OARC bulletins, individual meetings, and small home area huddles until virtual meetings are established.

Rockwood Terrace

Resident Council Meetings resumed in September and will continue a monthly basis. These meetings are an excellent way for residents to share feedback and address concerns in a formal setting.

Family Council did not meet during the reporting period.