



# **Long-Term Care and Services for Seniors Division**

## **Pandemic Plan**



The Long-Term Care and Services for Seniors Pandemic Plan is an annex to the Social Services Plan.

This plan focuses on how the Long-Term Care Homes (LTCHs) will continue to provide care and services to the resident population during a pandemic emergency. This plan will be modified to include any instructions/precautions given by the Health Department, Ontario Health, the Ministry of Health, the Ministry of Long-Term Care (MLTC); and the Ministry of Labor, Immigration, Training and Skills Development (MLTSD).

The goals of this plan include:

- Providing a safe environment for our residents, staff, volunteers, community partners, and family members.
- Minimizing serious illness and potential deaths.
- Maintaining essential resident care.
- Protecting and supporting staff.
- Collaborating as a responsible partner within the healthcare system.

The Long-Term Care and Services for Seniors division has comprehensive policies on infection prevention and control whose content will not be recreated for this document but are available online See Appendix C (Infection Control Policy Index).

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## **1. Screening And Surveillance**

Screening guidelines will be followed as per direction from the MLTC. Passive and active screening will be conducted for all staff, visitors, and residents as per direction of MLTC. Staff should not report to work if they are ill. Staff who fail screening will be swabbed and sent home until they are cleared to return to work.

### **Screening for staff, volunteers, and visitors**

*Please note: Volunteers may be restricted from the home as per directions from the MLTC and Public Health.*

Signage will be posted on entry to the building and at reception areas for anyone entering the LTCH to self-identify if they have relevant symptoms and exposure history based on current information supplied by the Health Department.

All staff and visitors must adhere to the guidelines which follow Ontario Health (OH) and the MLTC directions.

If experiencing respiratory symptoms, visitors must not visit the LTCH until symptoms have resolved and required isolation period is completed.

Staff are to self-screen at home. Staff and other caregivers with symptoms consistent with the Pandemic strain, based on the current information provided by Public Health, are not to attend work and must report symptoms to their supervisor. The Long-Term Care Return to Work (RTW) Coordinator will follow up with ill staff and provide direction to the home regarding RTW clearance.

Daily surveillance will continue for staff and residents. Symptomatic staff or residents, meeting criteria for Pandemic, will be reported to Public Health and the ill staff/ resident will be swabbed for diagnostic purposes. Staff who failed screening are not permitted entry to the building and will be sent home and instructed to speak to the RTW Coordinator. Ill residents will be promptly isolated and swabbed.

There will be a process in place to contact any staff member who is off sick/symptomatic to check on their status.

### **Active screening for resident admissions and re-admissions or returning residents**

LTCH should conduct symptom screening (over the phone where possible) for new admissions, readmissions, or returning residents.

Admissions and re-admissions to the home will follow current MLTC directives regarding isolation and symptom screening. Daily temperature and symptom screening for all residents will continue as per MLTC directives (as applicable). A symptomatic resident, and/or any that tests positive must be promptly isolated under droplet & contact precautions. The LTCH will contact the Health Department to report the positive

case and discuss prevention and control measures for the resident and the home to prevent further transmission.

### **Confirmed Exposure or Transmission**

The LTCH must consult with the Durham Region Health Department (DRHD) if exposure to, or transmission of symptoms consistent to the Pandemic strain to staff, residents, volunteers, or visitors has been confirmed, to determine any additional public health actions.

Surveillance:

Testing: If required, there will be a process in place to conduct surveillance testing using the frequency and process outlined by Public Health and the Ministry of Health.

Each home will ensure:

- There is informed consent for the surveillance testing
- There are adequate resources to conduct surveillance testing; including personnel, testing kits, personal protective equipment (PPE), and space requirements
- Staff who conduct surveillance testing are trained to conduct tests and have access to the training resources

## **2. Occupational Health and Safety and Infection Control**

All staff receive annual education on routine practices and additional precautions (contact and droplet). This training includes proper hand hygiene, cough etiquette, environmental cleaning, and donning/doffing of personal protective equipment.

Staff will adhere to the Outbreak Management policy.

The LTCH will maintain a minimum 3-month supply of PPE including: gowns, gloves, masks with eye protection, N95's, and face-shields. Supply counts will be recorded weekly or as determined by MLTC. Respirator fit testing will be completed at orientation and retesting will be done for all LTCH staff every 2 years. These records are maintained by Corporate Occupational Health and Safety and the Division Health and Wellness Coordinator.

Test kits are available and a process to be followed for collecting specimens (See PAN-09-06 Surveillance testing).

## **3. Resident Population During a Pandemic**

Occupancy rate will strive to remain at 97% and will adhere to any MLTC direction. Each home will ensure there is an area which can be secured, containing 3% (or as

directed by MLTC) of the home beds, and is used as an isolation area in the event of a confirmed outbreak attributed to the pandemic strain.

Homes will only admit those residents who can be safely cared for.

The homes are to follow the outlined MLTC guidelines for residents' absences and visits.

Any residents who are symptomatic and are not in single rooms will be moved into designated private rooms where possible.

The remaining resident population would include the existing resident population who are not able to be discharged to another setting and can be managed at the LTCH and newly admitted residents as directed by the MLTC and Medical Officer of Health.

#### **4. Essential Services**

In the event of a Pandemic, all Region of Durham Adult Day Programs will be closed, and the staff will be reassigned. Admissions to LTCH may stop, unless otherwise directed by the Public Health and MLTC.

Depending on staffing levels within the LTCH, non-essential services may be curtailed, including but not limited to footcare, dental care, hairdressing, congregate recreation programs, and resident banking. Therapy and other appointments would be cancelled or curtailed to urgent only. Business continuity plans have been developed and are maintained through finance for pharmaceuticals, food, and other supplies.

#### **5. Essential Duties and Essential Staffing Plan**

The division will have a staffing plan outlining coverage and on call personnel for weekends and holidays.

Each LTCH will have identified the essential tasks, stopped tasks, and tasks that can be safely reassigned to others based on staffing levels of 75%, 50%, 25%. (see Appendix A – Essential Duties During Prolonged Staff Shortage).

Each service department in the LTCH has determined the minimum staffing requirement to maintain limited operations (See Appendix B – Minimum Staffing Levels During Prolonged Staff Shortage).

Staff schedules will be adjusted, including re-deployment, and staff may be requested to shelter in the LTCH. Staff will be required to sign in and out.

Resident Care Aide (RCA)/screeners will be hired and trained in each home. There will be two RCAs per resident home area (RHA), assigned to a set schedule, and will report to the Recreation Manager. Screeners will be at the entrance door from 5:30 am to 8:00pm.

In the event of severe staff shortage, the Home, will seek assistance from:

- 1) Other Regional Departments through the Region Emergency Operations Centre (REOC)
- 2) Nurse staffing agency
- 3) If required, will consult with the Home and Community Care Support Services (HCCSS) and the Infection Prevention and Control (IPAC) Hub, to access emergency staffing resources from the Mobile Enhancement and Support Team (MEST).

## **6. Cross Training**

The LTCH will work toward all staff being trained as a certified feeder and can provide eating assistance to residents.

Staff may receive pre-pandemic training in the following areas, where applicable:

- Toileting and transferring
- Obtaining vitals
- Basic housekeeping skills
- Basic food preparation and inventory control
- Clerical duties

Breaking the chain of transmission of a virus should be forefront, redeployed staff can be trained quickly and safely to fill this role. Minimizing infection control portion of cleaning during outbreaks should be a last resort.

## **7. Communication Plan**

Up-to-date signage for the LTCH will be maintained by the Administrator or designate.

Each LTCH maintains an emergency fan out list for afterhours emergencies.

The LTCH will utilize the RAVE notify system to keep staff and family members up to date on any changes to programs and services, visitor restrictions etc. All RAVE notify messages will be vetted through the Administrator or designate and the Director of Long-Term Care or designate prior to distribution.

The LTCHs will also utilize emails, newsletters, host a dedicated webpage, and hold both RHA and general staff meetings, and attend Resident/Family Council meetings to communicate key messages.

There will be an update released by the Director of Long-Term Care and Services for Seniors every two weeks as required.

Additional means of communication will be determined by Corporate Services (e.g.: Regional website, intranet, etc.).

## **8. Security**

LTCHs will secure all entrances to the building, except for the main entrance.



During active screening, the front entrance will be staffed with a screener from 5:30am-8:00pm. Essential visitors who come to the home when the screener is not present must follow all screening processes outlined in posted signage.

**Appendix A – Essential Duties and Staffing Levels During Prolonged Staff Shortage**

**Please Refer to Home Staffing Plan**

**RNs**

| Percentage at Work | Essential Tasks   | Tasks to be Stopped  | Tasks Delegated to Redeployed Staff if Available   |
|--------------------|---|--|--|
| 75%                | <ul style="list-style-type: none"> <li>- Obtain MT #s under PTAC for resident transfers.</li> <li>- CIS notification and reporting.</li> <li>- Monitor nursing care of high-risk residents.</li> <li>- Notify families of residents with any updates or significant change.</li> <li>- Deployment of staff.</li> <li>- Emergency Coordinator (EC).</li> <li>- 911 emergency care of residents.</li> </ul> | <ul style="list-style-type: none"> <li>- Fridge temps on vaccine fridge.</li> <li>- Line listing and communication to Public Health.</li> <li>- Nursing Supplies</li> <li>- Feeding residents</li> <li>- EC role</li> <li>- Committee meetings, program work.</li> </ul> | <ul style="list-style-type: none"> <li>- Clerical – fridge temps, fax line listing to PH, nursing supplies.</li> <li>- Maintain line listing, communication to Public Health - MGMT</li> <li>- Notifying family of resident updates/significant change (MGMT).</li> <li>- Other disciplines – surplus staff deployed can porter, feed and supervise dining rooms.</li> <li>- ES can assume - Emergency Coordinator role (codes, staff).</li> </ul> |
| 50%                | <ul style="list-style-type: none"> <li>- Close admissions.</li> <li>- Cancel non-urgent resident medical appointments.</li> <li>- Oversee building and high-risk resident care.</li> <li>- Assist RPNs and PSW with resident care.</li> <li>- 911 emergency care of residents.</li> </ul>   | <ul style="list-style-type: none"> <li>- As above plus:</li> <li>- Non-urgent diagnostics and lab work.</li> </ul>   | <ul style="list-style-type: none"> <li>- Re-deploy RN Admissions Nurse.</li> <li>- HR- discuss with union - re: 12-hour shift operation (LVM exempt).</li> </ul>   |
| 25%                | <ul style="list-style-type: none"> <li>- Assist with discharging residents to home.</li> <li>- Re-allocate residents and empty beds to cohort residents and staff to facilitate acuity and possible closure of an RHA.</li> </ul>   | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- Any nursing clerical work that can be delegated will be.</li> </ul>   |  |

|  |   |  |  |
|--|---|--|--|
|  | <ul style="list-style-type: none"> <li>- Oversee building and high-risk resident care.</li> <li>- Assist with stage 3 and high risk wound care.</li> <li>- 911 emergency care of residents.</li> <li>- 12 hour shifts from 8 hour (LVM already doing).</li> </ul> |  |  |
|--|---|--|--|

**RPNs**

| Percentage at Work | Essential Tasks   | Tasks to be Stopped   | Tasks Delegated to Redeployed Staff if Available  |
|--------------------|---|---|---|
| 75%                | <ul style="list-style-type: none"> <li>- Medication pass</li> <li>- Dealing with Medisystem pharmacy (order clarification, phone calls etc.).</li> <li>- G-Feeds.</li> <li>- Wound Care.</li> <li>- High risk treatment creams including documentation of weekly skin reassessments.</li> <li>- Process physician orders.</li> <li>- Documentation of day-to-day resident concerns.</li> <li>- EA Duties.</li> <li>- Manage emergency situations related to resident care.</li> </ul> | <ul style="list-style-type: none"> <li>- Application of low-risk treatment creams.</li> <li>- Weekly skin reassessment of low risk and documentation delegated as required.</li> <li>- <b>(check with MOH regs)</b>.</li> <li>- Dining room supervision.</li> <li>- Problem solving</li> <li>- Feeding of residents</li> <li>- Deployment of staff</li> <li>- Oversee PSW's</li> <li>- Ordering unit nursing supplies.</li> <li>- Clerical nursing duties (faxing, referrals to other disciplines and services, phone calls from family/visitors)</li> <li>- Care conferences.</li> </ul> | <ul style="list-style-type: none"> <li>- Delegate low risk treatment creams to PSW</li> <li>- Delegate to RAI/ documentation team</li> <li>- Porter residents</li> <li>- Dining room supervision</li> <li>- Problem solving</li> <li>- Feeding of residents</li> <li>- Deployment of staff - MGMT</li> <li>- Oversee PSWs – MGMT</li> <li>- Supplies</li> <li>- Clerical can record and distribute prepared RAVE calls</li> </ul> |
| 50%                | <ul style="list-style-type: none"> <li>- Close admissions</li> <li>- Reduce medication passes</li> </ul>  | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- EA duties</li> </ul>   | <ul style="list-style-type: none"> <li>- EA duties – ES department</li> </ul>   |

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|     | <ul style="list-style-type: none"> <li>- (four times a day (qid) to two times a day(bid), short acting to long acting meds</li> <li>- G -Feeds</li> <li>- Decrease frequency of wound care dressings.</li> <li>- Decrease frequency of <b>all</b> treatment creams.</li> <li>- High level documentation only</li> </ul>  |  | <ul style="list-style-type: none"> <li>- Re-deploy RAI/doc team prn.</li> <li>- A Clinical Pharmacist and MD/NP available to look at medication compression.</li> <li>- Update MOH</li> <li>- HR- discuss with union - re: 12-hour shift operation.</li> </ul>  |
| 25% | <ul style="list-style-type: none"> <li>- Close admissions remain</li> <li>- G-Feeds</li> <li>- Reduce medication to high risk/priority meds only (insulin, antibiotics, antipsychotics, pain)</li> <li>- Complete only high priority wound care – stage 3 and up.</li> <li>- Document by exception only</li> <li>- 12 hour shifts from 8 hour.</li> <li>- Ask families to take resident home if able.</li> </ul> | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- RAI MDS documentation</li> <li>- Care planning, assessments and medication reviews.</li> <li>- Delegate phone calls etc.</li> </ul> | <ul style="list-style-type: none"> <li>- Deploy RAI/doc team full time</li> <li>- All home staff on deck to help with phone calls to families, cohorting, discharging residents to home.</li> <li>- Wound care to RN, NP, MNP, nursing mgt.</li> <li>- Ask for any corporate staff to aid with phone calls</li> <li>- Update MOH</li> </ul> |

## PSWs

| Percentage at Work | Essential Tasks   | Tasks to be Stopped  | Tasks Delegated to Redeployed Staff if Available  |
|--------------------|---|--|---|
| 75%                | <ul style="list-style-type: none"> <li>- Assisting with mobility, transfers, turning and repositioning.</li> <li>- Assisting residents with personal hygiene (mouth care, skin care) as per their NCP</li> <li>- Showering/tub bathing twice weekly including linen change.</li> <li>- Continence care (toileting or product) as per residents NCP.</li> <li>- Apply low risk resident treatment creams.</li> <li>- Dressing residents</li> </ul> | <ul style="list-style-type: none"> <li>- Reduce to one shower/tub bath weekly.</li> <li>- Reduce linen change to prn.</li> <li>- Decrease the number of residents fully dressed if appropriate.</li> </ul> | <ul style="list-style-type: none"> <li>- Provide assistance to other units based on acuity under direction of RN (ALL)</li> <li>- Obtain assistance from other disciplines re: dining room duties (ALL)</li> <li>- Facial shaving of residents.</li> <li>- Portering of residents to and from dining room. (REC, ES)</li> </ul> |

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|     | <ul style="list-style-type: none"> <li>- Dining room assistance including portering, serving and feeding.</li> <li>- Nourishment passes.</li> <li>- POC documentation</li> </ul>  |   | <ul style="list-style-type: none"> <li>- Serving in the dining room (Dietary)</li> <li>- Nourishment passes (REC, Dietary, MGMT)</li> <li>- Linen/bed making (ALL)</li> <li>- Inform MOH</li> </ul>                 |
| 50% | <ul style="list-style-type: none"> <li>- Close home to admissions.</li> <li>- Assisting residents with personal hygiene (mouth care, skin care) as per their NCP.</li> <li>- Assisting with mobility, transfers, turning and repositioning.</li> <li>- Essential bed baths or showers.</li> <li>- Continence care (toileting/product)</li> <li>- Dining room assistance that includes feeding only.</li> <li>- Nourishment passes.</li> <li>- POC by exception</li> </ul> | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- All scheduled showers/tub baths.</li> <li>- Non-essential documentation.</li> <li>- Stop resident full day dressing unless against resident wishes.</li> </ul> | <ul style="list-style-type: none"> <li>- Mechanical lift spotter assistance. (Therapy, ES, MGMT)</li> <li>- Two-person transfer assist (Therapy, MGMT)</li> <li>- HR- union to negotiate 12-hour shifts.</li> </ul> |
| 25% | <ul style="list-style-type: none"> <li>- Close to admissions</li> <li>- 12-hour shifts</li> <li>- Face, hands, continence, and peri care for non-independent residents.</li> <li>- Assisting with mobility, transfers, turning and repositioning.</li> <li>- Resident to receive food/fluids.</li> </ul> <p>POC documentation by exception.</p>   | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- 8-hour shifts</li> </ul>   | <ul style="list-style-type: none"> <li>- All hand on deck. Re-deploy all surplus department staff to assist with essential duties as applicable.</li> </ul>   |

## Food Services

| Percentage at Work | Essential Tasks   | Tasks to be Stopped  | Tasks Delegated to Redeployed Staff if Available  |
|--------------------|---|--|---|
| 75%                | <ul style="list-style-type: none"> <li>- Meal/nourishment preparation</li> <li>- Meal Service in dining room</li> <li>- Dish and pot washing</li> <li>- Ordering of supplies</li> <li>- Disinfecting and cleaning of server areas</li> <li>- Nourishment delivery</li> <li>- Pandemic menu implemented</li> <li>- Production menus prepared and circulated</li> </ul>           | <ul style="list-style-type: none"> <li>- High level deep cleaning of equipment</li> <li>- Pots and pans sent to kitchen (completed on units)</li> </ul>  | <ul style="list-style-type: none"> <li>- Assistance in feeding</li> <li>- Assistance with nourishment carts</li> <li>- Dish washing</li> </ul>  |
| 50%                | <ul style="list-style-type: none"> <li>- Meal/ nourishment preparation</li> <li>- Meal Service</li> <li>- Dish and pot washing</li> <li>- Ordering of supplies</li> <li>- Minimal documentation based on MLTC directives</li> <li>- Nourishment delivery</li> <li>- Disinfecting tables and work area</li> <li>- Pandemic menu implemented</li> </ul>                           | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- Reduce delivery days from suppliers to utilize MW on units</li> <li>- Discontinue food to St. Vincent's</li> <li>- Menus to be adjusted based on supplies</li> <li>- Discontinue MOW</li> </ul> | <ul style="list-style-type: none"> <li>- Assistance in feeding</li> <li>- Assistance with nourishment carts</li> <li>- Dish washing</li> </ul>  |
| 25%                | <ul style="list-style-type: none"> <li>- Meal/ nourishment Preparation</li> <li>- Meal Service in dining room</li> <li>- Dish and pot washing</li> <li>- Tray delivery to resident rooms</li> <li>- Ordering of supplies</li> <li>- Minimal documentation based on MLTC directives</li> <li>- Disinfecting tables and work area</li> <li>- Pandemic menu implemented</li> </ul> | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- Dish/ pot washing (paper products to be used)</li> </ul>  | <ul style="list-style-type: none"> <li>- Tray delivery</li> <li>- Disinfecting tables and work area</li> </ul> <p>All staff on deck<br/>Management staff and other available depts Any available corporate staff (all departments) to home.</p> |

### Assumptions:

- Meal hours would be staggered
- All staff available to assist with meal service.
- Menus will be adjusted, ingredients, supplies & staffing available to cook

## Environmental Services

| Percentage at Work | Essential Tasks  | Tasks to be Stopped  | Tasks Delegated to Redeployed Staff if Available  |
|--------------------|--|--|---|
| 75%                | <ul style="list-style-type: none"> <li>- High touch surfaces focus on staff/visitors/service providers hand contact points High risk touch surfaces will be maintained on 2 shifts</li> <li>- Isolated residents' rooms 2 x daily cleaning of High touch surfaces</li> <li>- Most regular duties will be achieved</li> <li>- Manager/supervisors assist staff and train and monitor redeployment personal</li> </ul> | <ul style="list-style-type: none"> <li>- Deep cleaning</li> <li>- Project work,</li> <li>- Painting,</li> <li>- Minor maintenance-(non-H&amp;S related)</li> <li>- Grounds</li> <li>- Wheelchair cleaning hours will be reallocated</li> </ul>   | <p><b>ES Staff to cross train for:</b></p> <ul style="list-style-type: none"> <li>- Meal service</li> <li>- Porter,</li> <li>- Answer call bells</li> <li>- Bed making/changing</li> <li>- Assist PSW's</li> <li>- Front door screening</li> <li>- Security</li> <li>- Kitchen help</li> </ul> <p><b>Redeployed Staff cross trained for:</b></p> <ul style="list-style-type: none"> <li>- Surface cleaning</li> <li>- Floor care</li> <li>- Front door Screening</li> <li>- Washroom cleaning</li> <li>- Possible resident room/common area cleaning</li> <li>- Laundry services</li> <li>- Refilling supplies/stock</li> </ul> |
| 50%                | <ul style="list-style-type: none"> <li>- IC cleaning will be the Primary focus</li> <li>- IC cleaning and garbage removal address safety conditions as required</li> <li>- Some floor maintenance</li> <li>- Public and staff washrooms and lunch areas</li> <li>- Isolated residents' rooms 2 x daily cleaning</li> <li>- Resident room cleaning will be prioritized</li> </ul>                                     | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- Personal clothing washing will be minimal as residents may/should be moved to gowns and room isolation</li> <li>- Laundry staffing hours will be reallocated to assist in resident ADL's</li> <li>- Some afternoon staff hours will be reallocated</li> <li>- Administration will assume their own office cleaning</li> <li>- Mechanical Maintenance to assist with some</li> </ul> | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- Staff/ redeployment staff will wash linens and gowns if disposable products/linens are not available from suppliers</li> <li>- Some OT is to be expected</li> </ul>  |

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|     |  | cleaning duties like garbage/linen removal |   |
| 25% | <p>IC cleaning will be the primary focus</p> <p>IC cleaning and garbage removal</p> <ul style="list-style-type: none"> <li>- Spot moping only</li> <li>- Address safety conditions as required i.e. spills</li> <li>- 2-3 RHA assignments per staff</li> <li>- Public and staff washrooms and lunch areas</li> </ul> |  | <p>As above plus:</p> <p>Overtime is to be expected</p> |

## Recreation And Therapy

### Recreation

| Percentage at Work | Essential Tasks   | Tasks to be Stopped  | Tasks Delegated to Redeployed Staff if Available   |
|--------------------|---|--|--|
| 75%                | <ul style="list-style-type: none"> <li>- Visits with residents</li> <li>- Communication and supportive visits with families</li> <li>- Feeding in dining rooms</li> <li>- Supporting resident quality of life through psychosocial</li> <li>- MDS Rai assessments</li> <li>- Theme carts</li> </ul> | <ul style="list-style-type: none"> <li>- Congregated large and small recreation programs</li> <li>- Outings</li> <li>- In house Volunteer</li> <li>- Community partner programs</li> </ul> |  |
| 50%                | <ul style="list-style-type: none"> <li>- Supporting resident with behaviours</li> <li>- Prioritize resident and family visits</li> <li>- Supporting call bells, Lift and Transfers, meals</li> <li>- Disinfecting program materials</li> <li>- Providing activity kits</li> </ul>                   | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- Planned activities</li> <li>- Documentation – RAI assessment and documentation</li> </ul>                                   | <ul style="list-style-type: none"> <li>- Redeploy staff to assist with zoom calls</li> </ul> |



|     |   |  |   |
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|     | <ul style="list-style-type: none"> <li>- Supporting pastoral care</li> </ul>  |  |   |
| 25% | <ul style="list-style-type: none"> <li>- Assist other departments as necessary</li> <li>- Behavioural support to residents</li> </ul> | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- All recreation coordinated visits would be stopped</li> </ul> | <ul style="list-style-type: none"> <li>- All hand on deck. Re-deploy all surplus department staff to assist with essential duties as applicable.</li> </ul> |

### Adjuvants

| Percentage at Work | Essential Tasks   | Tasks to be Stopped  | Tasks Delegated to Redeployed Staff if Available |
|--------------------|---|--|--|
| 75%                | <ul style="list-style-type: none"> <li>- Assist nursing with high risk, high need issues in terms of ADLs</li> <li>- Individual treatments</li> <li>- Documentation</li> <li>- Small exercise program</li> <li>- Intensive rehab program</li> </ul> | <ul style="list-style-type: none"> <li>- Treatments in therapy room that brings all home areas together</li> <li>- Hot packs</li> </ul>  |  |
| 50%                | <ul style="list-style-type: none"> <li>- Assisting with feeding and ADL care</li> <li>- Lifts and Transfers</li> <li>- Assist with bed baths as necessary</li> <li>- Assist with Turning and Repositioning</li> </ul>                               | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- Therapeutic Dining Program</li> <li>- Exercise programs</li> <li>- Prioritize individual treatments based on needs</li> </ul> |  |
| 25%                | <ul style="list-style-type: none"> <li>- Assist with food delivery and tray service</li> <li>- Adjuvants to help with nursing with ADL care</li> </ul>  | As above   |  |

### Business Office

| Percentage at Work | Essential Tasks   | Tasks to be Stopped  | Tasks Delegated to Redeployed Staff if Available |
|--------------------|---|--|--|
| 25%                | <ul style="list-style-type: none"> <li>- Payroll for all departments</li> <li>- Accounts Payable</li> <li>- Supply ordering</li> <li>- Manning front counter/switchboard</li> </ul> | <ul style="list-style-type: none"> <li>- Admissions</li> <li>- Trust</li> <li>- Accounts Receivable – paused</li> <li>- Reception desk</li> <li>- Monthly statistics</li> <li>- Reports</li> </ul> |  |

|  |  |                                   |  |
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|  |  | - New employee sign ups and forms |  |
|--|--|-----------------------------------|--|

Assumption: All clerical staff will be redeployed, and non-essential work will be halted immediately.

## Divisional Scheduling

| Percentage at Work | Essential Tasks  | Tasks to be Stopped   | Tasks Delegated to Redeployed Staff if Available |
|--------------------|--|---|--|
| 75%                | <ul style="list-style-type: none"> <li>- Build schedules</li> <li>- Run call outs</li> <li>- Populating Vacation Bid Templates</li> </ul>  | <ul style="list-style-type: none"> <li>- Answering management and employee queries</li> <li>- Scheduling training</li> <li>- Statistical data collection</li> </ul>       | N/A  |
| 50%                | <ul style="list-style-type: none"> <li>- Build schedules</li> <li>- Run call outs</li> <li>- Staffing would be adjusted to:               <ul style="list-style-type: none"> <li>- Days – 1 staff covering 2 Homes                   <ul style="list-style-type: none"> <li>o 4 staff required</li> </ul> </li> <li>- Afternoons – 1 staff covering 4 Homes                   <ul style="list-style-type: none"> <li>o 2 staff required</li> </ul> </li> <li>- Midnights – 1 staff covering 4 Homes                   <ul style="list-style-type: none"> <li>o 2 staff required</li> </ul> </li> </ul> </li> <li>- 8 staff and 50% of current complement = 7 staff.</li> </ul> |   | Populating Vacation Bid Templates                |
| 25%                | <ul style="list-style-type: none"> <li>- Run call outs</li> <li>- Staffing would be adjusted to 12-hour shifts:               <ul style="list-style-type: none"> <li>- Days – 1 staff covering 4 Homes (2 staff required)                   <ul style="list-style-type: none"> <li>5am – 5pm</li> </ul> </li> <li>- Nights– 1 staff covering 4 Homes (2 staff required)                   <ul style="list-style-type: none"> <li>5pm to 5am</li> </ul> </li> </ul> </li> </ul>   | <p>As above plus:</p> <ul style="list-style-type: none"> <li>- Build Schedules (we're already posted 6 weeks out)</li> <li>- Populating Vacation Bid Templates</li> </ul> |  |

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**Note:** As the Division passed the 75% at work threshold, we could prepare and direct Divisional Schedulers to work their shifts from home. This would entail:

- Communicating Scheduler contact information to all Managers
- Communicating 'back-door' telephone message retrieval processes to Divisional Schedulers  
VPN access or SharePoint access for Divisional Schedulers (ideal but not necessarily required)

### Appendix B– Minimum Staffing Levels During a Prolonged Staff Shortage

| Classification           | Fairview |     |       | Lakeview* |     |       | Hillsdale Estates |     |       | Hillsdale Terraces |     |       |
|--------------------------|----------|-----|-------|-----------|-----|-------|-------------------|-----|-------|--------------------|-----|-------|
|                          | Days     | Aft | Night | Days      | Aft | Night | Day               | Aft | Night | Days               | Aft | Night |
| PSW                      | 15       | 15  | 6     | 10        | 10  | 5     | 24                | 24  | 18    | 16                 | 16  | 8     |
| RPN                      | 6        | 6   | 4     | 3         | 3   | 1     | 6                 | 6   | 2     | 4                  | 4   | 1     |
| RN                       | 1        | 1   | 1     | 1         |     | 1     | 2                 | 2   | 1     | 1                  | 1   | 1     |
| FSW                      | 3        | 3   | 0     | 6         | 3   | 0     | 8                 | 6   | 0     | 4                  | 2   | 0     |
| Cook/Cook Aide           | 2        | 0   | 0     | 2         | 0   | 0     | 2                 | 0   | 0     | 2                  | 0   | 0     |
| MW                       | 10       | 2   | 1     | 7         | 1   | 1     | 7                 | 2   | 1     | 6                  | 2   | 1     |
| Adjuvant                 | 1        | 0   | 0     | 1         | 0   | 0     | 1                 | 0   | 0     | 1                  | 0   | 0     |
| Recreation               | 2        | 0   | 0     | 1         | 0   | 0     | 3                 | 0   | 0     | 2                  | 0   | 0     |
| Clerical/Business Office | 1        | 0   | 0     | 1         | 0   | 0     | 1                 | 0   | 0     | 1                  | 0   | 0     |
| RCA                      | 2        | 0   | 0     | 1         | 1   | 0     | 2                 | 1   | 0     | 3                  | 3   | 0     |
| Active Screener          | 1        | 1   | 1     | 1         | 1   | 1     | 1                 | 1   | 1     | 1                  | 1   | 1     |

Registered staff could be redeployed to work in an RPN/PSW classification as required

All other available staff to be redeployed as FSW, MW, PSW

12 hours shifts may be temporarily created for all classifications to reduce the number of staff entering/exiting each day

\*LV – 12 hour shifts already in place for RNs



## Appendix C - LTC Infection Prevention & Control Policy Index

| Policy Number                     | Policies  | Last Revision | Last Review |
|-----------------------------------|---|---------------|-------------|
| <b>Infection Control Program</b>  |   |               |             |
| IC-05-01-01                       | Infection Control Program   |               |             |
| <b>Legislative Requirements</b>   |   |               |             |
| IC-05-02-01                       | Reporting Communicable Diseases-Outbreaks                                   | 06/22         | 06/22       |
| IC-05-02-02                       | Reporting Febrile Respiratory Illnesses                                     | 06/22         | 06/22       |
| <b>Health and Safety</b>          |   |               |             |
| IC-05-03-01                       | Work Restrictions Personnel Affected – Exposed ICD                          | 06/22         | 06/22       |
| IC-05-03-02                       | Dress Code Additional Precautions   |               |             |
| IC-05-03-04                       | Post Exposure to Blood Potential Infectious Body Fluid                      | 06/22         | 06/22       |
| IC-05-03-05                       | Safe Handling of Sharps   | 06/22         | 06/22       |
| <b>Immunization and Screening</b> |   |               |             |
| IC-05-04-01                       | Screening, Immunization, and Consents                                       |               |             |
| IC-05-04-02                       | Reactions to Immunization Agents  | 07/22         | 07/22       |
| IC-05-04-03                       | COVID-19 Resident Immunization Program                                      | 07/22         | 07/22       |
| IC-05-04-04                       | Influenza Immunization Program  |               |             |
| IC-05-04-05                       | Pneumococcal, Tetanus, Diphtheria & Pertussis Immunization                  | 07/22         | 07/22       |
| IC-05-04-06                       | Tuberculosis Screening - Requirements                                       |               |             |
| IC-05-04-07                       | Surveillance Guidelines to Detect Acute Respiratory Illness                 |               |             |
| IC-05-04-08                       | Infection Control Assessment of Risk for the Transmission of Microorganisms |               |             |
| IC-05-04-09                       | Move in Assessment for Communicable Diseases                                | 07/22         | 07/22       |
| IC-05-04-10                       | MRSA, VRE & ESBL Screening  | 07/22         | 07/22       |

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|  |  |       |       |
|--|--|-------|-------|
| IC-05-04-11                              | Vaccine Refrigerator Temperature Monitoring  |       |       |
| <b>Surveillance and Data Collections</b> |  |       |       |
| IC-05-05-01                              | Surveillance & Process of Data Collection  | 06/22 | 06/22 |
| IC-05-05-02                              | Staff Infection Information Tracking Record  | 06/22 | 06/22 |
| IC-05-05-03                              | Line Listing Surveillance (Resident and Staff)   | 06/22 | 06/22 |
| <b>Outbreak Management</b>               |  |       |       |
| IC-05-06-01                              | Confirming an Outbreak   |       |       |
| IC-05-06-02                              | Bed Closure During an Outbreak   | 06/22 | 06/22 |
| IC-05-06-03                              | Outbreak Management Team   | 06/22 | 06/22 |
| IC-05-06-05                              | Cohorting of Team Members & Residents  |       |       |
| IC-05-06-06                              | Communicating During an Outbreak   | 06/22 | 06/22 |
| IC-05-06-07                              | Outbreak Awareness Signage   | 06/22 | 06/22 |
| <b>Precautions</b>                       |  |       |       |
| IC-05-07-01                              | Routine Precautions  | 06/22 | 06/22 |
| IC-05-07-02                              | Hand Hygiene Program   | 06/22 | 06/22 |
| IC-05-07-03                              | Point of Care Risk Assessment  | 06/22 | 06/22 |
| IC-05-07-04                              | Personal Protective Equipment  | 06/22 | 06/22 |
| IC-05-07-05                              | LOA for Residents with Infection / Infectious Disease  |       |       |
| IC-05-07-06                              | Post Mortem Care of an Infected Body   | 06/22 | 06/22 |
| IC-05-07-07                              | Cleaning and Disinfecting Resident Care and Medical Equipment                                | 06/22 | 06/22 |
| <b>Disease Specific Precautions</b>      |  |       |       |
| IC-05-08-01                              | Disease Protocols – Required Level of Precautions Based Upon Clinical Syndromes & Conditions | 07/22 | 07/22 |

## Appendix C - LTC Infection Prevention & Control Policy Index

|   |   |       |       |
|---|---|-------|-------|
| IC-05-08-02                                     | Clostridium Difficile Infection Management              | 07/22 | 07/22 |
| IC-05-08-03                                     | Invasive Group A Streptococcal (iGas) Disease           | 07/22 | 07/22 |
| IC-05-08-04                                     | Scabies – Identification & Management                   |       |       |
| IC-05-08-05                                     | Bed Bugs – Identification & Management                  | 07/22 | 07/22 |
| IC-05-08-06                                     | Pest Control Prevention & Management                    | 07/22 | 07/22 |
| <b>Dietary Infection Control</b>                |   |       |       |
| IC-05-09-01                                     | Dietary Infection Control – General Practice Guidelines |       |       |
| IC-05-09-02                                     | Contingency Plan Suspected Foodborne Illness Outbreak   | 06/22 | 06/22 |
| <b>Environmental Services Infection Control</b> |   |       |       |
| IC-05-10-01                                     | Cleaning of Equipment & Tools Policy                    | 06/22 | 06/22 |
| IC-05-10-02                                     | Isolation Cleaning Procedures                           | 06/22 | 06/22 |
| IC-05-10-03                                     | Cleaning During Outbreak Conditions                     | 06/22 | 06/22 |
| IC-05-10-04                                     | Bodily Fluid Spill Clean Up                             | 06/22 | 06/22 |
| IC-05-10-05                                     | Handling & Disposing of Waste – General & Biomedical    | 06/22 | 06/22 |
| IC-05-10-06                                     | Safe Handling of Soiled Linens                          | 06/22 | 06/22 |
| <b>Recreation Therapy Infection Control</b>     |   |       |       |
| IC-05-11-01                                     | Holy Communion for Isolated Residents                   | 06/22 | 06/22 |
| IC-05-11-02                                     | Cleaning of Recreation-Therapy Equipment                | 06/22 | 06/22 |
| <b>Pets Infection Control</b>                   |   |       |       |
| IC-05-12-01                                     | Pet Program   |       |       |
| <b>Pandemic</b>                                 |   |       |       |
| IC-05-13-01                                     | Pandemic Planning & Response                            |       |       |

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|             |  |  |  |
|-------------|--|--|--|
| IC-05-13-02 | COVID-19 Prevention and Management                   |  |  |
| IC-05-13-03 | COVID-19 Screening and Surveillance Testing          |  |  |
| IC-05-13-04 | Visitation to Long Term Care                         |  |  |
| IC-05-13-05 | Absence including Admission, Transfer, and Discharge |  |  |
| IC-05-13-07 | COVID-19 Reopening Protocols                         |  |  |
| IC-05-13-08 | Universal Masking (COVID-19)                         |  |  |
| IC-05-13-09 | Contact Tracing (COVID-19)                           |  |  |
| IC-05-13-10 | Test to Work   |  |  |