

Scarborough Health Network's Interim Report on Extendicare Guildwood



"We learned afterwards that it was because the staff was getting infected. And so they were short-staffed, and it was evident because we couldn't get anyone on the phone. We were trying to be sympathetic and patient and cooperative, but it reached a point we realized, no, you know, it's that something is cracking here. Somethings not functioning properly in the management of this outbreak."

Family member, June 16, 2020

Introduction

The comments of a concerned family member are reflective of her perceptions of the events that occurred at Extendicare Guildwood as an outbreak of COVID-19 progressed in the long-term care (LTC) home.

Scarborough Health Network (SHN) and its medical community sincerely express our condolences to the families who lost their loved ones at Extendicare Guildwood during

the COVID-19 outbreak of 2020. SHN also recognizes the efforts of the heroic workforce that tirelessly provided care to those residents affected with COVID-19. The Government of Ontario reported that as of June 29, 2020, 1,706 residents of LTC homes had succumbed to COVID-19.

This report is intended to provide early insights into the systemic issues that prevailed at many LTC homes during the current pandemic, and at Extendicare Guildwood specifically. This report provides recommendations directed toward opportunities to improve the quality and safety of resident care at Extendicare Guildwood. Nothing in the report will replace the sense of loss for those so deeply involved in the tragic events that occurred. This report will not assign blame; rather, it will dispassionately, and without bias, report objectively on what SHN observed upon our accepting a voluntary management contract for Extendicare Guildwood, and conducting our initial Situational Analysis effective June 11, 2020.

SHN comments and recommendations intend to serve as a foundation for a new and enduring future with Extendicare Guildwood and other LTC homes in Scarborough. We envision a sustainable future in which health care system resilience is built for the 632,000 residents of Scarborough across the continuum of care, whether residents are in hospitals, LTC homes, retirement homes, assisted living, congregate care settings or in their own homes.

A Brief History of Extendicare Guildwood

Extendicare Guildwood exists in Guildwood Village and is a residential area in Scarborough that can be reached by travelling south of Kingston Road down Guildwood Parkway. It is located on 60 Guildwood Parkway before reaching the Scarborough Bluffs.

Extendicare Guildwood's website states that the 169 residents have access to physiotherapy, 24-hour nursing and personal care, and access to a doctor and other health professionals. It supplies bedding and furniture, laundry and housekeeping, meals, personal hygiene supplies, medical supplies and equipment (such as catheters, ostomy bags, or wound care supplies), assistance with medication, recreation and daily living activities, and social programs.

It was originally a motel, and was acquired and converted into a LTC home. It exists on one level, with a single floor of resident rooms best characterized by the letter "H." This means that it has a long hallway, with four arms called "spurs" at either end. An ideal facility to prevent infection would be one in which residents each had private rooms, with their own bathrooms. Extendicare Guildwood is classified by the Ministry of Health and Long-Term Care as a *C-Bed Home*. It has a few rooms with single residents. Most of the rooms are comprised of two residents using shared washrooms and some rooms have four residents per room. This type of facility is less than ideal to prevent the spread of infection between residents.

Extendicare submitted an application to the Ministry of Health and Long-Term Care to rebuild this building in 2016 but has not received licensing approval to move forward.

When the Outbreak Began

At the time of the outbreak, Extendicare Guildwood had 159 residents and 225 staff. The outbreak was declared by Public Health on April 23, 2020.

Shortly after the declaration, Extendicare Guildwood experienced a precipitous loss of staff. Over the course of the outbreak, the home lost 57 staff due to COVID-19 infection, and a further 78 staff were on leave at various times for a variety of reasons including the single-site employer rule, lack of available child care, resignations and refusal to work. This resulted in the loss of more than half of the home's 225 staff. Urgent requests for staff were made to government agencies and hospitals, and a huge effort was undertaken to hire replacement staff, however it proved very difficult to recruit staff to a COVID-19 positive environment. Extendicare Guildwood was successful in recruiting 36 new staff and contracted a further 54 temporary agency staff to mitigate the shortfall. Despite these efforts, Extendicare Guildwood ran short-staffed for much of the outbreak.

Leadership instability was also a key challenge during this period. The Administrator, Assistant Administrator, Director of Care and Program Manager were off for extended periods of time. Furthermore, the Infection Control Lead and the Quality Lead stopped coming to work. Although these positions were replaced by Extendicare Canada Inc. with corporate staff, there were significant gaps in leadership lasting several days, and the replacement leaders were disadvantaged by not knowing the home, or its residents, families and staff, as well as Extendicare Guildwood's usual leadership team.

The acute staff shortages and leadership gaps brought on by the COVID-19 outbreak resulted in a breakdown of processes and procedures at Extendicare Guildwood. Due to the urgency of meeting resident care needs, replacement staff were put to work with abbreviated onboarding and training, causing them to be unfamiliar with practices that are well established across Extendicare Canada Inc.'s network of long-term care homes.

Current State

On July 5, 2020, the home was declared out of outbreak by Toronto Public Health. Tragically, 48 residents had died because of the COVID-19 outbreak. In addition, seven residents had passed away from other causes. The total number of residents on June 30 was 104, with 78 residents having acquired COVID-19 and survived the infection, 22 never having had the infection, and four residents in hospital.

Of the 57 Extendicare Guildwood staff who acquired the infection, 54 have recovered, and three were still considered positive and were off work. As of July 5, 95% of Extendicare Guildwood staff had returned to work. New leadership has been appointed

to lead the Extencicare Guildwood team in implementing the recommendations in this report.

SHN and Extencicare Guildwood: Early Interactions

Infection Prevention and Control

On April 23, Extencicare's Regional Director with oversight responsibility for Extencicare Guildwood alerted SHN about the staffing challenges it was experiencing. On April 27, 2020, two Infection Prevention and Control (IPAC) professionals were sent from SHN to Extencicare Guildwood for the purposes of reviewing its preparedness for the outbreak that was in its fourth day.

Observations included:

1. The home did not have an adequate supply of procedure masks.
2. Alcohol-based hand rub (ABHR) dispensers were empty.
3. There was a general lack of knowledge of the proper use by health care workers (HCW) and essential workers with respect to universal masking. For example, some were using N95 masks (which were not needed or indicated); some were using two masks applied on top of each other; and others were using cloth masks under their procedure masks.
4. The dining room still had cluster seating.
5. The medication administration schedule had not been streamlined to ensure reduced HCW entry into residents' rooms.
6. Alternate accommodation plans had not been considered to assist with separating residents.
7. Personal protective equipment (PPE) was observed to be absent from caddies.
8. Droplet contact precautions and donning/doffing sequence instructions were absent from resident doors.
9. Very few single rooms were available in the home for isolation purposes.
10. Residents known to be COVID-19 positive were not cohorted on that day.
11. Staff were not cohorted to only-well units, or only-ill units. They were assigned to general geographic units.
12. Environmental cleaning agents with preferred application mode and contact time (Oxivir TB wipes 1 minute) were not available in the home.

The SHN team made several observations. Eleven residents were "line listed" - meaning that they were infected. A team from SHN was due to come to Extencicare Guildwood April 28, 2020 to test all staff and residents. The home had 169 beds: 15 private, 69 semi-private (two residents per room), and four rooms accommodated four residents. In addition, 80% of the residents suffered from cognitive impairments and behaviours related to dementia, which made social distancing very challenging. The tight spaces made it challenging for both staff and residents to physically distance. Other observations included the poor heating, ventilation, and air conditioning (HVAC) system, which was supplemented for residents by the use of fans in their rooms. Their use could theoretically propagate the spread of COVID-19. In addition, the home had

fabric chairs that were difficult to clean, and there was clutter in the hallways, making it very challenging to complete environmental cleaning.

The IPAC professionals conducted their review in the presence of the Administrator, Directors of Nursing (2), the Clinical Care Coordinator, and the Manager of Environmental Services (EVS). The Clinical Coordinator was responsible for IPAC. According to the Provincial Infectious Disease Advisory Committee (PIDAC), one dedicated full time equivalent (FTE) is required for every 200 beds. This meant that Extendicare Guildwood should have at least .75 FTEs dedicated to IPAC. A formal report was completed and sent to the LTC home. IPAC professionals from SHN applied the Public Health Ontario Checklist for compliance. The LTC home was asked to respond to the 11 recommendations made in a separate correspondence dated April 29, 2020. On May 4, the lead IPAC professional requested a response to that email. Extendicare Guildwood provided a response on May 7.

Extendicare Guildwood had several IPAC interventions that followed. SHN performed follow up IPAC assessments on May 8, 2020 and supportive visits May 26, June 3, and on June 4, 2020. Public Health Ontario performed an independent IPAC assessment on May 21, 2020.

The June 4 visit was with an infectious disease consultant from SHN. That consultant issued a series of recommendations around cohorting. Extendicare Guildwood implemented these. He also created a strategy around prevalence testing. This testing strategy ultimately identified the 22 residents who had not acquired COVID-19. This group of residents have been successfully cohorted and isolated since. They have remained COVID-19 negative.

Prevalence Screening, Personal Protective Education and Professional Practice

A team of approximately 12 SHN nurses went to Extendicare Guildwood on April 28, 2020 for testing of residents and staff.

Educational sessions were conducted and led by clinical practice leads and nurse practitioners from SHN. These education sessions were conducted on April 30 and May 5, 2020. The audience was Extendicare Guildwood staff and consisted of RPNs, dietary staff, personal support workers (PSWs), housekeeping, physiotherapists, management, and maintenance staff. The materials included:

- Signs and symptoms of COVID-19 – a screening algorithm
- Review of the care of the resident with COVID-19
- Chain of infection
- Review of PPE
- Point of care risk assessment training
- Procedure for performing nasopharyngeal swabs

SHN staff observed that some of the staff in the audience appeared frustrated and tired, reporting 11 positive residents on one side of the building. The home was crowded and the temperature of the building very warm. All staff were wearing gowns in all areas of

the building. Staff stated that there had been issues with adequate supplies of PPE. Staff were unclear regarding modes of transmission. SHN staff noted that knowledge regarding the procedure for placing someone on isolation precautions needed to be strengthened.

Environmental Services

SHN offered to complete an environmental assessment of Extendicare Guildwood. This was completed on May 5, 2020. The recommendations included:

1. Declutter hallways and common space areas (remove any furniture that cannot be wiped or disinfected).
2. Collect soiled gowns in dedicated bins and consider laundering reusable gowns through two wash cycles.
3. Continue enhanced cleaning of all high touch and common areas.
4. Provide work routines and supervision for third party staff performing this work.
5. Provide additional housecleaning carts for enhanced cleaners to use.
6. Standard work should be developed for regular and isolation daily and terminal cleaning (examples were attached for reference).
7. Extendicare Guildwood should continue to build standard work portfolios and ensure that all cleaning staff are trained on the performance of this standard work.

Several other recommendations were made as well.

It had been the plan of SHN to deploy four EVS workers to Extendicare Guildwood to conduct terminal cleaning in early May. These workers were appropriated from these roles into working as PSWs by the leadership present at Extendicare Guildwood when they arrived in an attempt to address the severe staffing shortages being experienced at the time. This only became evident to SHN leadership at a later time. It resulted in Extendicare Guildwood not having terminal cleaning completed in a timely manner.

Ultimately, SHN deployed EVS teams to Extendicare Guildwood on May 28, 2020. Three SHN supervisors have led three EVS teams, including the team involving the external third party EVS provider, Compass. SHN EVS staff have remained on site cleaning since.

SHN's Work with LTC Homes from April to June

Since April, SHN has provided many services to Extendicare Guildwood and the 19 other LTC homes of Scarborough, including:

- IPAC consultations and inspections using Public Health Ontario guidance with reports and recommendations issued;
- Follow up visits for IPAC compliance and practices;
- EVS consultation, inspection and reports with recommendations issued;
- Secondment of SHN's EVS team to perform terminal cleaning of entire LTC homes;

- COVID-19 testing for residents and staff of LTC homes;
- Education for staff on mode of disease transmission, proper use of PPE, how to care for both COVID-19 positive and COVID-19 negative residents simultaneously;
- Soliciting SHN staff to volunteer for placement in LTC homes including RNs, RPNs, PSWs, and EVS workers;
- Workplace Health and Safety Reviews of LTC homes prior to the placement of SHN staff in these homes;
- Occupational health and safety nurses to assist LTC homes in contacting their staff to assist with their timely return to work;
- 24/7 access for LTC primary care practitioners to speak with SHN's general internal medicine staff and palliative medicine staff;
- Access to geriatric psychiatry for the management of wandering residents who were COVID-19 positive;
- SHN attended meetings called by Ontario Health East and the Ministry of Long-Term Care (MLTC) to provide updates as to the status of COVID-19 in Scarborough LTC homes.

In response to the evolving need for better communication and a coordinated effort for the management of the pandemic in LTC homes, SHN created the Long-Term Care Home Incident Management System (LTCH IMS). This group includes five key partners, meets weekly, and discusses issues germane to managing outbreaks in LTC homes. All Scarborough LTC homes were invited, as are the MLTC, Toronto Public Health, and Ontario Health East. SHN calls each LTC home Monday, Wednesday and Friday to determine:

- Which home is in outbreak;
- How many residents and staff are currently infected; and,
- How many staff they require and the types of staff.

SHN produces a dashboard that it shares with the LTCH IMS describing Scarborough's outbreak management status.

The Outbreak Continues at Extendicare Guildwood

Despite the aforementioned efforts, the outbreak at Extendicare Guildwood continued, even when all other outbreaks in Scarborough LTC homes were brought under control. As a result, SHN began to escalate its involvement with Extendicare Guildwood.

On May 24, 2020, SHN's Executive Vice President (EVP) of Medical and Clinical Programs spoke with the Medical Director of Extendicare Guildwood. Physicians had not been on site at Extendicare Guildwood since April 13, 2020. At the time the home was declared in outbreak, the Medical Director and attending physicians contacted the home and indicated that they would not be physically on-site again until the outbreak was cleared. Although Extendicare Guildwood leadership repeatedly requested they attend in person, the physicians offered only virtual visits.

On May 26, 2020, SHN physicians including: a geriatrician, infectious disease consultants, an intensivist, palliative care physicians, the Chief of Internal Medicine, the EVP, and the Chief of Staff spoke with the Local Health Integration Network (LHIN) nurse practitioner with oversight for Extencicare Guildwood for identifying ongoing issues. What emerged was the belief that Extencicare Guildwood, in the absence of terminal environmental cleaning, likely remained a “hot zone.” As a result, EVS from SHN was deployed to complete terminal cleaning on May 28, 2020. The same physicians met with all three Extencicare Guildwood attending physicians on May 29, 2020 in a teleconference to ascertain their concerns and understanding of the outbreak.

On May 28, 2020, SHN had communicated with a senior leader at Extencicare who provided assurances that the requisite knowledge to control the outbreak existed within Extencicare Canada Inc. Later that day, Toronto Public Health called SHN and expressed concern over the latest wave of COVID-19 positive residents. They asked if SHN could provide further assistance. A need for a different strategy appeared to be necessary.

As described above, on June 4, 2020, SHN deployed an infectious disease consultant to Extencicare Guildwood. He provided recommendations for cohorting and resident and staff testing.

On June 9, 2020, a meeting was convened between the President and CEO of Extencicare Canada Inc. and Scarborough Health Network. A decision was made that in the best interests of resident care and safety, SHN should assume oversight and management of the outbreak, and that an agreement between the two organizations would be developed.

The New Scope of SHN’s Work at Extencicare Guildwood

A temporary Management Services Contract (“The Contract”) was executed between Extencicare Canada Inc. and SHN on June 12, 2020. The MLTC requested this voluntary agreement. It came in the aftermath of the unabated and continuing outbreak at Extencicare Guildwood. Prior to the signing of the agreement, SHN had no formal role or powers to act in the interest of the residents of Extencicare Guildwood. In the absence of such an agreement, no LTC home was under any obligation to accept service offerings or recommendations that SHN was willing to provide.

The fundamental nature of the relationship arising from the contract is cooperative and crafted in the interests of quality and safe resident care. SHN has the authority with full support of Extencicare Guildwood to supervise and provide direction to staff, provide education and training on policies and practices, and implement a continuous quality improvement program. Extencicare Guildwood leadership is required to form the cooperative bond mentioned, and this has occurred.

SHN and Extencicare Guildwood are mutually to perform several functions:

1. SHN is required to develop a **Management Plan**. This has been completed and sent to the MLTC. It is in the form of a **Project Charter**.
2. SHN is required to perform a **Situational Analysis**. SHN teams that have been deployed to Extencicare Guildwood have completed this.
3. The **Situational Analysis** has resulted in the development of recommendations, which SHN and Extencicare Guildwood will work to implement.
4. Key performance indicators will be developed to measure progress against the recommendations, as well as measuring for resident and staff safety and quality of care.
5. The recommendations arising from the **Situational Analysis** will, in part, form the **Extencicare Guildwood Quality Improvement Program**. The Home's Improvement & Sustainability Plan subsumes this Program.
6. SHN and Extencicare Guildwood will create the **Transition Plan** that will ensure sustainability for Extencicare Guildwood addressing potential future events including the anticipated Wave 2 of the COVID-19 pandemic.

SHN's Team is Deployed to Extencicare Guildwood

On June 11, 2020, a team from SHN went to Extencicare Guildwood. It consisted of the EVP Medical and Clinical Programs, the Vice-President of Patient Care and Chief Nursing Executive, and the following disciplines:

- Director of Mental Health and Addictions, Oncology and Palliative Medicine
- Manager of the Palliative Care Unit at SHN, who is also a nurse practitioner
- Clinical Practice Leader
- Clinical Nurse Specialist (for skin and wound care)
- Two Geriatric Nurse Practitioners
- IPAC Professional

The SHN team arrived with a mandate to conduct a Situational Analysis, provide recommendations, and engage with Extencicare Guildwood to implement the recommendations to create the Quality Improvement Program. To ensure that in the future, residents and their families, staff, their local leadership team, the public and other interested parties including the Ministry of Long-Term Care could have confidence in Extencicare Guildwood as a provider of safe, quality care for its residents, the following areas were considered:

1. Leadership, Professional Practice and Education
2. IPAC
3. Support Services
 - a. EVS
 - b. PPE availability
 - c. Nutrition and food services
 - d. Data management and metric tracking
4. Human Resource Management/Workplace Health and Safety
 - a. Staff
 - b. Primary care practitioners

5. Quality of Resident Care and Resident Safety
6. Communications and External Partner Management

As previously mentioned, on June 4, 2020, an infectious diseases specialist from SHN came to Extendicare Guildwood and reviewed the IPAC practices. He issued a report with recommendations that have been implemented. He continues to actively monitor and provide IPAC advice on evolving policy and practice. Other disciplines such as EVS went to Extendicare Guildwood for the purpose of ensuring application of industry-standard cleaning processes to eradicate the COVID-19 virus from Extendicare Guildwood. SHN teams have been conducting daily reports with the Extendicare Guildwood Team, and have been part of staff and family virtual town hall events.

Lastly, SHN's Department of Internal Medicine has been sending physicians into Extendicare Guildwood to examine and review residents. This began with a visit from the Chief of Internal Medicine. For example, on June 30, 2020 three physicians from SHN were on site examining residents and making telephone contact with families/substitute decision makers.

SHN's Resident Care Focus

When SHN arrived on June 11, 2020, a careful review of quality of resident care was undertaken. The team systematically began reviewing all of the residents. The detailed medical assessments included many items. For example, every single resident had their skin care carefully examined. The team undertook the following activities:

- Outcomes-based review of residents' Care Delivery Plans, with the following areas of focus (but not limited to):
 - Goals of care
 - Responsive behaviour management
 - Wound care
 - Personal care management
 - Medication management;
- The Medical Care Model was assessed and opportunities to enhance quality of resident care identified;
- An assessment and confirmation of the ability to meet the care needs of all residents was undertaken;
- An assessment and confirmation of the ability to provide pain & symptom management, and palliative care within Extendicare Guildwood was examined and addressed;
- Ensuring resident and family feedback was incorporated into program design and operations of Extendicare Guildwood; and
- An assessment of the quality management structure was conducted, which included:
 - Incident management/reporting processes;
 - Complaint management/reporting processes; and
 - Existing quality assurance/improvement structures.

Recommendations

The following recommendations are made in the context of promoting rapid change and preparing for the potential second wave of the pandemic. The rationale for the recommendations will follow in the final report, which will be available in September 2020.

Leadership

1. Extendicare Guildwood should develop a short-term plan to meet immediate leadership needs. This includes building trust, relationships and accountability, and developing strong relationships with leadership throughout Extendicare. This should align with Extendicare's competency-based leadership framework and/or an evidenced-based leadership capability framework (e.g. LEADS in a Caring Environment Capability Framework).
2. Extendicare Guildwood should invest in the education and leadership training for staff in specialized clinical practices to build capacity beyond a limited cohort of leaders. This should attempt to ensure that critical thinking and decision-making can be distributed to the direct care providers to enable staff to work to their full scope of practice and address resident care needs in a timely and proactive manner.
3. In recruiting its next generation of leaders for Extendicare Guildwood, Extendicare Canada Inc. should intentionally recruit leaders with bona fide leadership experience in health care and a demonstrated skill set to work and seek collaboration in an integrated health care system. SHN looks forward to this collaboration.

Outbreak Management

4. Extendicare Guildwood should establish an Incident Management Team (IMT) structure to manage outbreaks, including a corporate/administrative representative, a nursing staff member, a representative from environmental services, a personal support worker, Toronto Public Health representatives, and SHN representatives. A function of the IMT should include the development of an internal tracking system to ensure that inventories of PPE on hand are counted and clear benchmark thresholds established to identify the need for timely procurement.
5. Extendicare Guildwood should establish active COVID-19 screening at the residence's entrance. This would entail asking all screening questions¹, being up to date on any changes to the screening algorithm on a regular basis, and notifying the director of care if anyone fails symptom screening.

¹ The current practice is to have people entering Extendicare Guildwood read the questions from a sheet.

6. Extendicare Guildwood should develop a local Rapid Response Team in the event of a further outbreak of COVID-19, modelled after the policy developed by another long-term care home in Scarborough.²
7. Extendicare Canada Inc. should continue its corporate-wide practice of syndromic surveillance³ to ensure early detection, isolation, and management of infectious disease in its long-term care homes.

IPAC

8. Extendicare Guildwood should maintain droplet/contact precautions for all negative residents until the outbreak is over and all deep terminal cleaning is completed.
9. While in outbreak, Extendicare Guildwood staff should be using a single eye protection method (e.g. face shield or goggles) for the day and dispose of this upon leaving the home.
10. Extendicare Guildwood should have a full-time dedicated IPAC resource, who is trained and certified in IPAC. This education should include IPAC Canada's:
 - Novice Infection Prevention and Control Course; **or**
 - Basic Infection Prevention and Control Program at Centennial College in Toronto or Queen's University in Kingston.This could ultimately lead to Certification in Infection Control (CIC). In addition, the IPAC specialist should be supported in becoming a member of IPAC Canada and the local chapter (IPAC-GTA).
11. To enhance educational opportunities for training and mentorship, SHN will provide a period of arranged internship for the Extendicare Guildwood IPAC specialist with SHN's IPAC and infectious disease teams in SHN's hospitals.
12. Extendicare Guildwood's dedicated IPAC specialist should connect during future outbreaks with Extendicare Canada Inc.'s IPAC consultant on a weekly basis for advice, and for the provision of educational, coaching, and training materials for Extendicare Guildwood staff.
13. To ensure staff compliance with IPAC best practices, Extendicare Guildwood's IPAC specialist (or designate) should identify and train staff champions amongst frontline staff. The IPAC specialist and champions should conduct education for staff including safety huddles, perform PPE, hand hygiene, physical distancing (e.g. in breakrooms) screening compliance audits (using tools such as Quality Checks).
14. Extendicare Guildwood should provide comprehensive staff training on Extendicare IPAC policies and procedures including but not limited to:
 - Hand hygiene

² Bendale Acres in Scarborough has developed a Rapid Response Team Model for outbreak containment.

³ Public Health Ontario: *Surveillance, Public Health Ontario-Regional Infection Control*, September 2016.

- Routine practices
- Cohorting
- Contact tracing (staff and residents)
- Cleaning and disinfection of multiuse resident care equipment

This is to ensure alignment with Public Health Ontario best practice guidelines.

15. Extencicare Guildwood should complete an IPAC organizational risk assessment immediately, and in August each year for the coming influenza season.

Support Services

EVS

16. Extencicare Guildwood should ensure all EVS staff are properly trained, with written work routines and standard work readily available to follow. This includes:

- Using written work routines built on times observed for daily cleans to be performed appropriately by EVS staff;
- Using standard work provided for occupied rooms, terminal cleans, 30-day cleans, and isolation cleaning;
- Building standard work portfolios and ensuring all cleaning staff are trained on the performance of this standard work, as well as trained on cleaning practices annually (e.g. Canadian Association of Environmental Standards);
- Developing a robust auditing program, which includes regular visual audits, observation audits, and environmental marking audits;
- Removing all clutter in hallways and fabric-containing furniture, and developing new standards for purchasing furniture to reflect the need for ease of cleaning during outbreak;
- Establishing a system to mark equipment that is cleaned after resident use;
- Designating an area for clean laundry racks that is away from residents in the hallway;
- Removing housekeeping supplies from soiled rooms and storing them in dedicated cleaning space; and,
- Revising the disinfectant program to include routine disinfectant with a five-minute kill time or less and high-level disinfectants which can be applied consistently by housekeeping staff (e.g. cloths saturated in disinfectant).

PPE Supply

17. Extencicare Guildwood should maintain adequate and appropriate PPE and EVS supplies in dedicated areas. This includes:

- Leverage the Extencicare Canada Inc. PPE supply chain and contingency stockpile to ensure that a supply of nasopharyngeal swabs and PPE is available on-site at all times; and,
- Consideration of switching to nitrile gloves as opposed to vinyl gloves throughout the facility, as nitrile gloves are less likely to tear.

Food Services

18. Extendicare Guildwood should provide suitable training and equipment to staff in order to meet food safety standards. This includes:

- providing ongoing training on how to thicken beverages to PSWs with a clear schedule, teach back method and tracking system; and,
- using suitable equipment to ensure heat retention of resident meals if the tray service is needed in the future due to outbreak precautions.

Human Resource Management/Workplace Health and Safety

Staff

19. Extendicare Canada Inc. should:

- Update and enhance its staff wellness strategy to incorporate best practices including the National Standard for Psychological Health and Safety. There is a need to address grief and crisis recovery for staff and leaders at Extendicare Guildwood.
- Prioritize staff engagement activities as a foundational driver for the delivery of quality care (“The Quadruple Aim”) including shared decision-making models, scheduled communication huddles, performance monitoring boards, and recognition. This includes support for ongoing staff town halls and daily huddles.
- Develop a talent acquisition strategy in order to find the best talent and become an employer of choice.
- Evaluate current onboarding, orientation, “buddy” mentoring and education plans for staff and any other staffing resources such as agency staff. This evaluation should consider mission, culture, person-centred philosophy and staffing models.
- Review and update HR systems and capabilities for centralized reporting. This will also support the development of HR metrics and developing organizational targets.

20. Extendicare Canada Inc. should retain occupational health nurse(s) who are available and visible physically at Extendicare Guildwood. The nurse(s) should use established standards of practice to support staff in their return to work. This would include establishing an absence reporting line for staff to facilitate reporting of absences related to communicable diseases, other illnesses, travel plans, travel returns and other occupational related absences. Furthermore, processes to report on related metrics to leadership should be established.

21. Extendicare Canada Inc. should update its **Workplace Safety Plan** to reflect the specific challenges of COVID-19 based on the Government of Ontario guidance for the safety of workers during the pandemic. The plan should be developed in collaboration with the Joint Health and Safety Committee, staff and management. This plan will address the following key questions:

- How will you ensure all workers know how to keep themselves safe from exposure to COVID-19?

- How will you control the risk of transmission in your workplace?
- What will you do if there is a potential case of, or suspected exposure to, COVID-19 at your workplace?
- How will you manage any new risks caused by changes to the way you operate your business?
- How will you make sure your plan is working?

This plan should incorporate the comprehensive employee testing and screening program implemented by Extencicare Canada Inc. and currently in place across all of its homes in Ontario.

Primary Care Practitioners

22. Extencicare Guildwood should amend its contract with its Medical Director to ensure that all residents have access to timely, regular, in-person assessments by a physician. To ensure clear, efficient communication and good care, a formalized process for resident rounding, review and care planning should be developed. This process should be collaborative in nature, including multiple members of the care team (physician, nurse and at times a pharmacist). Resident care conferences (virtual) should resume at the earliest possible date.

Professional Practice and Education

23. Extencicare Guildwood should continue to build staff capacity using a quality of care curriculum that addresses both clinical practices as well as workflow processes, escalation, accountabilities, and communication across the health care team as well as with residents and families. While building staff capacity, this should ensure knowledge translation to practice is enabled.

24. Extencicare Guildwood should create a role for a dedicated clinical practice lead to provide professional practice support and staff education. A formal mentorship opportunity with SHN to provide expert clinical practice development should be created.

25. Extencicare Guildwood should establish and implement clinical assessment and treatment pathways that include specific role accountabilities, documentation expectations, clear escalation triggers/timelines, family/resident inclusion, communication tools (e.g. daily huddles), escalation including physician involvement and access to external specialized services. Particular attention should be given to establish routine external consultative rounds and outreach services with specialized services such as palliative care, geriatric psychiatry, and general internal medicine.

26. Extencicare Guildwood should coordinate an education plan with a schedule and knowledge translation competency review for specialized care courses including Learning Essentials Approaches to Palliative Care (LEAP Course) to enhance palliative and end-of-life care; and wound care identification, treatment and follow-up.

27. Extendicare Guildwood should develop a staff engagement plan designed to shift the prevailing culture to enhance the quality of life for each resident.
28. Extendicare Guildwood should establish a mentorship plan for the Behavioral Supports Ontario (BSO) Lead to educate and coach staff and resume BSO huddles focusing on collaborative care. The BSO Clinician would benefit from further mentorship and support from a formal outreach team.

Quality of Resident Care and Resident Safety

29. Extendicare Guildwood should ensure that goals of care conversations are timely, well documented and up to date. A clear communication process should be followed so that all team members caring for each resident are aware of changes to current goals and the care plan. All clinicians need to be accountable to document goals of care in a location that is easily accessible to all team members.
30. Extendicare Guildwood should ensure:
 - That the Extendicare Canada Inc. Skin and Wound Care Lead come into Extendicare Guildwood to re-educate staff on best practices for managing pressure injuries, surface needs and other critical skin care considerations, particularly identifying Stage 1 pressure injuries and tears; and
 - Staff are using standardized skin assessment tools and treatment protocols with clear role accountabilities for staff to escalate any skin concerns for the development of a treatment plan (i.e. wound care nurse, physician, dietitian).
31. Extendicare Guildwood should follow Extendicare Canada Inc. standards for addressing responsive behaviours whereby individualized treatment care plans are implemented, evaluated and revised based on continuous observation. Consultation with expert specialists in geriatric psychiatry and BSO resources, and in collaboration with families is encouraged.
32. Extendicare Guildwood should ensure falls risk assessments and action plans are completed and documented on every resident, including reassessment and revised plans for residents with repeat falls. Purposeful rounding practices should be adopted to augment falls prevention efforts. Routine falls huddles should be held with staff to review trends and establish collaborative improvement plans for better resident outcomes.
33. Extendicare Guildwood should build staff capacity for the identification, assessment and management of pain and symptoms, including end-of-life care. Clinicians should be empowered to address pain and symptom control to their full scope of practice. Clear accountabilities for all clinicians with regard to appropriate, evidence-informed pain and symptom management (including documentation) for all residents should be established.

34. Extendicare Guildwood should refresh staff education on safe medication management that includes specific focus on:
- Narcotic and other controlled substances administration and wastage;
 - Policy and procedures for checking and auditing for expired medications and medication storage areas; and,
 - Bowel protocols and other medical directives or order sets.
35. Extendicare Guildwood should ensure standard work is in place to routinely weigh residents each month. This should include documentation of weights, identification of triggers for referral to a registered dietitian for timely on-site review, and monitoring of residents to mitigate risks of malnutrition.
36. The registered dietitian should evaluate the effectiveness of oral nutrition supplements as an intervention to help meet nutrition needs.

Communications

37. Extendicare Guildwood should:
- Create a proactive communications plan for residents, staff, families and the public;
 - Ensure that predictable organizational communication structures are created with staff and provided through multiple avenues with input from staff (i.e. emails, huddles); and,
 - Continue virtual town hall events for families, and expand to include regular virtual town hall events for staff to share information and create engagement opportunities.
38. Extendicare Canada Inc. should develop a Strategic Communications Plan to ensure sustainable practices for brand building, reputation management and proactive storytelling on a local level for Extendicare Guildwood. This should consider using a phased approach (e.g. Phase 1 - Stabilization; Phase 2 - Recovery; Phase - 3 Proactive Public Relations).

Concluding Remarks

Extendicare Guildwood continues to work with SHN towards the implementation of the recommendations outlined in this report. More will follow in the final report planned for September. Now that the COVID-19 outbreak is over, family visits can resume consistent with provincial guidelines at Extendicare Guildwood.

Media articles have portrayed the grief of family members over the loss of their loved ones. The characterization of “something cracking here” cannot occur again in the interests of residents and their care. The goal of SHN and Extendicare Guildwood is to provide excellent, safe, high quality resident care, and restore the confidence of families, the community and Scarborough in Extendicare Guildwood. With the implementation of these recommendations, that journey begins.

