



Scarborough Health Network's Final Report on the Management of Extendicare Guildwood

Introduction

The long-term care (LTC) sector recently experienced challenges in managing outbreaks related to the COVID-19 pandemic. A report published in the Canadian Medical Association Journal stated that 30 per cent of LTC homes in Ontario experienced outbreaks during the peak periods of the pandemic (March 29 to May 20, 2020), with approximately 80 per cent of Canadian COVID-19 related deaths happening in a LTC setting¹. Limited Infection Prevention and Control (IPAC) expertise, antiquated facilities with four bed ward rooms, and constrained human resources for staffing were significant factors that propagated the spread of COVID-19 and created the challenges that the virus presented to LTC homes in Ontario.

Due to the evolving need for better communication and a locally coordinated effort for pandemic management among LTC homes, Scarborough Health Network (SHN) created the Long-Term Care Home Incident Management System (LTCH IMS). The LTCH IMS, which included 19 LTC homes across Scarborough, met weekly to monitor the situation and provide resources to support LTC homes that entered outbreak. Members from the Ministry of Long-Term Care (MLTC), Toronto Public Health, and Ontario Health East were invited to this table to participate in the regular meetings, which included review of best practices for IPAC, environmental services (EVS) and monitoring of LTC homes for outbreak on a weekly basis.

The Challenges at Extendicare Guildwood

In response to the COVID-19 crisis and outbreak that was taking place at Extendicare Guildwood (Guildwood), SHN entered into a Voluntary Management Contract on June 11, 2020 at the request of the MLTC. This contract was built on a foundational commitment to serve and support the residents, their families and the staff. Utilizing a collaborative methodology, SHN's ultimate purpose was the restoration of confidence of the residents and their families, the staff, the Scarborough Community, the MLTC and Ontario Health East that the care provided at Extendicare Guildwood was an exemplar of how excellent resident care can be provided.

A comprehensive framework was developed that included a current state situational analysis, formulation of key recommendations, and initiation of sustainable action plans with associated accountabilities, monitoring, and escalation processes.

SHN delivered 38 recommendations in a Preliminary Report to which Extendicare Guildwood developed a sustainable Action Plan with key deliverables. These 38 recommendations comprised the Implementation and Sustainability Plan for Extendicare Guildwood. A core team of leaders and subject matter experts from SHN were dispatched to Extendicare Guildwood and many were on site daily to work alongside the Extendicare Guildwood Team to share best practices, develop and implement new processes, provide training, direct

¹ Rankin, C. (2020, July 23). Out of date design of long-term care homes left residents more vulnerable to COVID-19: Study | CBC News. <https://www.cbc.ca/news/canada/hamilton/long-term-care-home-for-profit-1.5658803>

service support and ultimately, engage staff, residents and families in changing a culture that would promote and support a safe environment.

The Outbreak Ends

Toronto Public Health declared the COVID-19 outbreak over in the home on July 6, 2020. SHN and Extencicare Guildwood continued to work together with a relentless focus on infection prevention and control (IPAC). On-site support was provided to the frontline staff through team huddles, planning and executing on change actions, observing and coaching staff and leaders, reviewing performance, and debriefing on change outcomes.

A Collaborative Partnership is Created

'Report Out' sessions were hosted daily initially and then frequently with Extencicare Guildwood and SHN leaders to recognize accomplishments, progress on actions, and as well to articulate upcoming plans to ensure transparency and accountability through the journey.

Scorecard performance indicators and progress reports on the Action Plan were monitored in weekly meetings between Extencicare Guildwood and SHN leaders to support accountabilities, identify barriers and enable progress in managing change. Furthermore, town halls, newsletters and other communication efforts were introduced with staff, residents and their families to share progress as well as receive questions and feedback on changes. SHN also supported the home in developing a corrective action plans in response to the *Compliance Orders* issued by the MLTC.

Through this collaborative partnership, Extencicare Guildwood established a path of recovery that re-introduced congregate dining, family visiting, resident programming, and other services to support new and safe processes that were fundamental to resuming resident activities as close to normal as possible as the pandemic continues.

This final report outlines the 38 recommendations provided to Extencicare Guildwood along with the rationale, corresponding Action Plan from Extencicare Guildwood, and the status of its implementation. These recommendations are the component recommendations for the Implementation and Sustainability Plan for Extencicare Guildwood.

Status of Recommendations

	Recommendation	Rationale	Extencicare Guildwood Action Plan	Current Status
Leadership	1. Extencicare 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 Extencicare. This should align with Extencicare's competency-based leadership framework and/or an evidenced-based leadership capability framework (e.g. LEADS in a Caring Environment Capability Framework).	Need to prioritize leadership recruitment was identified as several key leadership positions were vacant and/or interim (e.g. Permanent Administrator and Director of Care).	<ul style="list-style-type: none"> Extencicare Guildwood will formalize an integrated leadership competency framework and robust development strategy for all levels of leadership. 	In progress

	<p>2. Extencicare 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.</p>	<p>There is opportunity to strengthen leadership accountabilities and build capacity across the home with a particular focus on timely and proactive response to manage any future outbreaks.</p>	<ul style="list-style-type: none"> • Extencicare Guildwood will participate in internal and external education and training and establish a regular structure to ensure knowledge to practice is available. 	<p>Complete</p>
	<p>3. In recruiting its next generation of leaders for Extencicare Guildwood, Extencicare 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.</p>	<p>Leveraging the skills of an experienced leader with expertise in health care and long-term care will support the home's efforts to sustain change management and continue to promote a safe and positive work environment.</p>	<ul style="list-style-type: none"> • Working through the home's HR processes, Extencicare Guildwood will focus on recruiting new leaders with skills and experience that match the needs of the home. 	<p>In progress</p>
<p>Outbreak Management</p>	<p>4. Extencicare 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 personal protective equipment (PPE) on hand are counted and clear benchmark thresholds are established to identify the need for timely procurement.</p>	<p>Having a multidisciplinary IMT in place to specifically address COVID-19 preparedness planning is necessary to ensure management of a future outbreak.</p>	<p>Extencicare Guildwood will:</p> <ul style="list-style-type: none"> • Re-establish a local Incident Management Structure (IMS) • Participate in IMS meetings both corporately and with SHN • Ensure that a PPE management system is in place. 	<p>Complete</p>
	<p>5. Extencicare Guildwood should establish active COVID-19 screening at the residence's entrance. This would entail asking all screening questions², 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.</p>	<p>Active screening is required at the home's entrance, including temperature checks and following the current screening questions asked to every individual at the entrance.</p>	<p>Extencicare Guildwood will:</p> <ul style="list-style-type: none"> • Continue to enforce active screening • Stay informed with respect to any updates or changes to public health directives 	<p>Complete</p>
	<p>6. Extencicare 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 LTC home in Scarborough.³</p>	<p>This recommendation is based on best practice, which has led to successful outbreak management throughout many facilities.</p>	<ul style="list-style-type: none"> • A Rapid Response team and plan are in place 	<p>Complete</p>
	<p>7. Extencicare Canada Inc. should continue its corporate-wide practice of syndromic surveillance⁴ to ensure early detection, isolation, and management of infectious disease in its LTC homes.</p>	<p>Opportunities to ensure there is regular screening and symptom surveillance and a plan to immediately implement additional precautions should a resident exhibit any new and concerning symptoms were identified.</p>	<p>Extencicare Guildwood will:</p> <ul style="list-style-type: none"> • Provide re-education and support to registered staff on clinical assessment and syndromic surveillance • Develop standard work for its IPAC lead to ensure syndromic surveillance is completed. • Develop a bed cohorting plan. 	<p>Complete</p>

² The practice was to have people entering Extencicare Guildwood read the questions from a sheet.

³ Bendale Acres in Scarborough has developed a Rapid Response Team Model for outbreak containment.

⁴ Public Health Ontario: *Surveillance, Public Health Ontario-Regional Infection Control*, September 2016.

Infection Control and Prevention (IPAC)	<p>8. Extencicare Guildwood should maintain droplet/contact precautions for all negative residents until the outbreak is over and all deep/terminal cleaning is completed.</p>	<p>This recommendation aligns with current best practice.</p>	<ul style="list-style-type: none"> Extencicare Guildwood will continue with droplet/contact precautions for all negative residents until the outbreak is declared over and terminal cleaning is completed (outbreak ended July 6, 2020). 	<p>Complete</p>
	<p>9. While in outbreak, Extencicare 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.</p>	<p>This recommendation aligns with current best practice.</p>	<ul style="list-style-type: none"> Staff were provided with face shields, which were to be disposed of at the end of each shift. 	<p>Complete</p>
	<p>10. Extencicare Guildwood should have a full-time dedicated IPAC resource, who is trained and certified in IPAC. This education should include IPAC Canada's:</p> <ul style="list-style-type: none"> Novice Infection Prevention and Control Course; or Basic Infection Prevention and Control Program at Centennial College in Toronto or Queen's University in Kingston. <p>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).</p>	<p>IPAC capacity and resources for outbreak management should align with best practices integrated within the home.</p>	<p>Extencicare Guildwood will</p> <ul style="list-style-type: none"> Secure a dedicated IPAC resource who has received training in an IPAC Canada course Establish membership with IPAC Canada 	<p>Complete</p>
	<p>11. To enhance educational opportunities for training and mentorship, SHN will provide a period of arranged internship for the Extencicare Guildwood IPAC specialist with SHN's IPAC and infectious disease teams in SHN's hospitals.</p>	<p>Enhanced IPAC knowledge is required in preventing and/or mitigating any future outbreaks.</p>	<ul style="list-style-type: none"> Extencicare Guildwood IPAC Lead will connect with SHN specialists for mentorship and training opportunities 	<p>In Progress</p>
	<p>12. Extencicare Guildwood's dedicated IPAC specialist should connect during future outbreaks with Extencicare Canada Inc.'s IPAC consultant on a weekly basis for advice, and for the provision of educational, coaching, and training materials for Extencicare Guildwood staff.</p>	<p>IPAC capacity and escalation for consultation support is required to ensure best practices and decisions are initiated in preventing and/or mitigating any future outbreaks.</p>	<ul style="list-style-type: none"> The corporate IPAC consultant has provided orientation and will provide ongoing training, support, and mentorship to Extencicare Guildwood IPAC lead. 	<p>Complete</p>
	<p>13. To ensure staff compliance with IPAC best practices, Extencicare 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).</p>	<p>Building capacity within the staff on IPAC knowledge is required to support daily practice.</p>	<ul style="list-style-type: none"> Extencicare Guildwood will review IPAC practices, identify and train frontline champions, and continue to have the IPAC lead reinforce best practices. 	<p>Complete</p>
	<p>14. Extencicare Guildwood should provide comprehensive staff training on Extencicare IPAC policies and procedures including but not limited to:</p> <ul style="list-style-type: none"> Hand hygiene Routine practices Cohorting Contact tracing (staff and residents) Cleaning and disinfection of multiuse resident care equipment <p>This is to ensure alignment with Public Health Ontario best practice guidelines.</p>	<p>Building capacity within the staff on IPAC knowledge is required to support daily practice.</p>	<p>Extencicare Guildwood will:</p> <ul style="list-style-type: none"> Ensure training on IPAC policies and protocols are embedded within staff orientation (including re-orientation for staff returning to work) Establish regular audits to ensure staff compliance Complete regular audits on staff compliance with IPAC education through Surge (on line learning modules). 	<p>Complete</p>
	<p>15. Extencicare Guildwood should complete an IPAC organizational risk assessment immediately, and in August each year for the coming influenza season.</p>	<p>Completing a risk assessment will provide the organization with areas of strength and opportunities to manage future outbreaks.</p>	<ul style="list-style-type: none"> Extencicare will continue to have its corporate IPAC Consultant complete this assessment at Extencicare Guildwood annually (the 2020 audit will be completed by August 30, 2020) 	<p>Complete</p>

Support Services	<p>16. Extencare Guildwood should ensure all environmental services (EVS) staff are properly trained, with written work routines and standard work readily available to follow. This includes:</p> <ul style="list-style-type: none"> 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). 	<p>Opportunities to enhance environmental services and selection of cleaning agents exist. As this portfolio's function is critical for infectious disease containment, it is important to ensure standard work is in place and audits are in place to ensure compliance.</p>	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> Continue to have Support Services Manager follow Extencare policy and procedures and reinforce education with staff as required In addition, a corporate Environmental Services Consultant and a seasoned Environmental Services Manager will provide guidance and support. 	Complete
	<p>17. Extencare Guildwood should maintain adequate and appropriate PPE and EVS supplies in dedicated areas. This includes:</p> <ul style="list-style-type: none"> Leverage the Extencare 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. 	<p>Inventory management is important to ensure these resources are monitored and accessed appropriately.</p>	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> Continue with on-site storage solutions Track inventory of PPE and supplies through the corporate tracking tool Ensure the Corporate Team will continue to supply PPE and testing swabs on a weekly basis. 	Complete
	<p>18. Extencare Guildwood should provide suitable training and equipment to staff in order to meet food safety standards. This includes:</p> <ul style="list-style-type: none"> 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. 	<p>Ensure opportunities to monitor the education and training for the dietary staff to ensure best practices are put in place, and the appropriate equipment is acquired to assist with warming of resident food.</p>	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> Support the Dietary Manager to audit training of kitchen staff Purchase new steam tables to ensure warming of resident's food 	Complete
Human Resources Management & Workplace Health and Safety	<p>19. Extencare Canada Inc. should:</p> <ul style="list-style-type: none"> 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 Extencare 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. 	<p>Opportunities exist to further support staff wellness and establish strategies to reduce gaps in staffing.</p>	<p>The following actions are being implemented:</p> <ul style="list-style-type: none"> Extencare Guildwood will re-establish a wellness program with a purpose and goal Continue to offer Extencare Employee and Family Assistance Plan (EFAP) service and sessions at Extencare Guildwood Review and incorporate recommendations from staff to enhance experience of the EFAP program and the access to staff 	In Progress

			<ul style="list-style-type: none"> • Reflective sessions for staff on all shifts and also for residents was done in collaboration with the SHN Manager of Spiritual Care and will continue ongoing support monthly • Empower frontline staff and managers through daily huddles, shift reports, leadership meetings, staff Zoom calls and focus groups • Interdisciplinary frontline focus groups will be held weekly to promote staff engagement and identify opportunity for training/education • Implement a new HR system, which will support HR metrics and reporting • Continue to have dedicated HR team support Extencicare Guildwood in all matters related to HR, including establishing and managing staffing plans, recruiting, absence management, onboarding, and team-building • Administer an Annual Staff Survey – focusing on engagement, access and pulse of staff. 	
	<p>20. Extencicare Canada Inc. should retain Occupational Health Nurse(s) who are available and visible physically at Extencicare 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.</p>	<p>Prior to SHN's intervention, an Occupational Health Nurse for the home did not exist, including a process to track and monitor staff absence and communicable disease surveillance (including any employee travel).</p>	<ul style="list-style-type: none"> • Extencicare has a process for tracking absences and managing return to work that is facilitated by HR professionals who engage health professionals, as appropriate. 	<p>Complete</p>
	<p>21. Extencicare 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:</p> <ul style="list-style-type: none"> • 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? <p>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.</p>	<p>Workplace safety is critical to keeping staff and residents safe and preventing the spread of infection within the home.</p>	<p>Extencicare Guildwood will:</p> <ul style="list-style-type: none"> • Resume its Joint Health & Safety Committee meetings at a regular cadence • Continue to monitor and follow-up with any additional training and education as needed. 	<p>Complete</p>
	<p>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</p>	<p>Residents require regular, in-person assessments by a physician or nurse</p>	<p>Actions include:</p>	<p>Complete</p>

	<p>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.</p>	<p>practitioner. The medical model needs to be clearly communicated to all staff, residents and families.</p>	<ul style="list-style-type: none"> • Continue to advocate for improvements in the medical model • Resume care conferences on normal schedule • Re-establish Nurse Practitioner support from Home and Community Care • Review and assess with SHN current and future state opportunities regarding the medical model post outbreak • Re-start PAC/MAC meeting with Interdisciplinary team (Physician, Dietitian, Physio, Nurse, Management Team and Pharmacist) to discuss the quality of clinical and medical aspects of care. 	
Professional Practice and Education	<p>23. Extencare 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.</p>	<p>A dedicated on-site clinical practice expertise is required to support quality care and building capacity within the staff.</p>	<p>Actions include:</p> <ul style="list-style-type: none"> • Creating a schedule for clinical practice meetings for all registered staff • Providing full orientation to new staff hired during the outbreak and returning staff • Updating job descriptions, and review on a monthly basis • Reviewing referral and escalation processes • Building a model for professional clinical practice time 	Complete
	<p>24. Extencare 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.</p>	<p>A dedicated on-site clinical practice expertise is required to support quality care and building capacity within the staff.</p>	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> • Continue to reinforce policy and procedures with staff and provide enhanced clinical support and leadership from the Corporate Team • Work with SHN to provide additional clinical education to identified leads at Extencare Guildwood. • Ensure full orientation will be provided to new staff hired during outbreak 	Complete
	<p>25. Extencare 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.</p>	<p>There is opportunity to develop and align clinical pathways and escalation processes to refer to external specialized services.</p>	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> • Continue to reinforce policy and procedures with staff • Provide enhanced clinical support and leadership from the Corporate Team • Work with SHN to provide additional clinical education to identified 	In progress

			<p>leads at Extendicare Guildwood.</p> <ul style="list-style-type: none"> • Develop consultative rounds and formal outreach services with specialized services in collaboration with SHN. 	
	<p>26. Extendicare 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.</p>	<p>There is opportunity to align current practice and knowledge with palliative care end-of-life care best practices.</p>	<p>Extendicare Guildwood will:</p> <ul style="list-style-type: none"> • Continue to reinforce policy and procedures with staff • Provide enhanced clinical support and leadership from Corporate Team • Work with SHN to provide additional clinical education to identified leads at Extendicare Guildwood. • Provide full orientation will be provided to new staff hired during outbreak • Provide palliative care program education to all staff, in addition to establishing palliative care champions • Develop consultative rounds and formal outreach services with specialized services in collaboration with SHN and the community Palliative Care Community Team 	<p>In progress</p>
	<p>27. Extendicare Guildwood should develop a staff engagement plan designed to shift the prevailing culture to enhance the quality of life for each resident.</p>	<p>There is opportunity to create a staff engagement plan where staff can participate with their questions and feedback.</p>	<p>Extendicare Guildwood will:</p> <ul style="list-style-type: none"> • Support regular staff town halls • Introduce and conduct staff reflection sessions, facilitated by SHN, where staff can share feedback, discuss lived experience from the outbreak, and begin the process of recovery • Entrust new leaders to work with staff to build trust and support open dialogue to receive feedback • Continue to administer Resident and Family Satisfaction Surveys, identifying opportunities for improvement in any given area. 	<p>Complete</p>
	<p>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.</p>	<p>There are opportunities to enhance management of residents with responsive behaviours.</p>	<p>Extendicare Guildwood will:</p> <ul style="list-style-type: none"> • Continue with its BSO lead partnership with the Central East LHIN and participate in regular LHIN meetings • Develop consultative BSO rounds 	<p>In progress</p>

			<ul style="list-style-type: none"> Use external resources for additional support and staff education. 	
Quality of Patient Care and Patient Safety	<p>29. Extencare 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.</p>	All residents should have up-to-date care plans, with documented goals of care in place.	<ul style="list-style-type: none"> During care conferences, issues are reviewed, including any significant changes in condition Extencare Guildwood will resume daily morning meetings, introduce daily interdisciplinary rounds and huddles to facilitate and improve communication. 	Complete
	<p>30. Extencare Guildwood should ensure:</p> <ul style="list-style-type: none"> That the Extencare Canada Inc. Skin and Wound Care Lead come into Extencare 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). 	There is opportunity to build knowledge and capacity within the staff in managing skin and wound care.	<ul style="list-style-type: none"> Extencare Canada will: Provide specialized skin and wound care education and clinical mentorship Use external resources to consult and assist with any resident's care with respect to skin and wound care. 	Complete
	<p>31. Extencare Guildwood should follow Extencare 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.</p>	There are opportunities to enhance management of residents with responsive behaviours	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> Continue to enhance knowledge by education and collaboration with internal and external partners Re-establish interdisciplinary team meetings together with residents, families, physicians, and the Psychogeriatric Resource Consultant to develop care plans. 	Complete
	<p>32. Extencare 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.</p>	Existing processes around falls prevention and management were unclear.	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> Re-establish a Falls Management Committee and weekly falls huddles Continue to reinforce related policies and procedures. 	Complete
	<p>33. Extencare 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.</p>	The opportunity for capacity building regarding pain management was identified.	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> Provide supplemental clinical education on pain identification and management through our pharmacy partner, and palliative care resources to support non-pharmacological interventions as well Reinforce related policies and procedures. 	In progress
	<p>34. Extencare Guildwood should refresh staff education on safe medication management that includes a specific focus on:</p> <ul style="list-style-type: none"> 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. 	Opportunities were identified to reinforce policies on safe medication management and ensure translation of knowledge to practice.	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> Provide supplemental clinical education on medication management Conduct audits to ensure compliance 	In progress

			<ul style="list-style-type: none"> Continue to reinforce related policies and procedures. 	
	<p>35. Extencare 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.</p>	<p>This recommendation aligns with best practice guidelines and will ensure timely referral to a registered dietitian.</p>	<p>Extencare Guildwood will:</p> <ul style="list-style-type: none"> Create a schedule for clinical practice meetings for all registered staff Provide full orientation to new staff hired during outbreak Continue to reinforce related policies and procedures. <p>Note: A Registered Dietitian is now on site for review and assessment</p>	Complete
	<p>36. The Registered Dietitian should evaluate the effectiveness of oral nutrition supplements as an intervention to help meet nutrition needs.</p>	<p>This recommendation aligns with best practice guidelines.</p>	<ul style="list-style-type: none"> The Dietitian will resume on-site assessments, evaluate the effectiveness of all nutritional supplements, and review all progress notes to-date. 	Complete
Communications	<p>37. Extencare Guildwood should:</p> <ul style="list-style-type: none"> 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. 	<p>Opportunities exist to increase information sharing and transparency with team members, residents, and families.</p>	<ul style="list-style-type: none"> Extencare will, continue regular written communications and virtual town halls with staff and families Extencare Guildwood will engage Resident and Family councils in providing feedback on future initiatives at the home. 	Complete
	<p>38. Extencare 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 Extencare Guildwood. This should consider using a phased approach (e.g. Phase 1 - Stabilization; Phase 2 - Recovery; Phase - 3 Proactive Public Relations).</p>	<p>This recommendation aligns with communications, engagement, and media relations best practices; supports change management; and promotes transparency.</p>	<ul style="list-style-type: none"> Extencare Guildwood will create a proactive communications plan that will solidify current actions, strategies, and tactics. 	Complete

Concluding Remarks

The Voluntary Management Contract ended on September 10, 2020. SHN and Extencare Guildwood will continue the strong partnership that has developed between the two organizations. This includes a firm commitment to work together in the interests of residents, not just in the **near** future, but for the **foreseeable future**.

On August 31, 2020, SHN submitted the completed *Hospital/Long-Term Care Home Partners Transition & Sustainability Checklist* to the MLTC formally attesting to the Hospital's confidence in the stability with respect to Leadership, Staffing, IPAC, Resident Care, Emergency Preparedness, Occupational Health & Safety, Communications, and Inspections. SHN is pleased with the protocols now in place, which will help to ensure that Extencare Guildwood is equipped to manage any potential future outbreaks effectively.

Extendicare Guildwood participated in a table-top exercise hosted by Scarborough Health Network on September 9, 2020. The exercise simulated a second COVID-19 wave impacting residents and staff and set out to test the following objectives:

1. The functionality, efficiency, and effectiveness of decision-making
2. Formal or planned coordination, communication, and information-sharing mechanisms between relevant departments involved in a COVID-19 response
3. Existing capabilities (resources, logistics, and support) for operational response to COVID-19 according to plans and procedures, and identifying capacity strengthening needs.

As an added measure, a transition strategy will be implemented for three months upon the expiry of the contract. This includes:

- Weekly scorecard submissions for continued performance monitoring
- Bi-weekly meetings between SHN and Extendicare Guildwood leadership to review progress on the Implementation and Sustainability Plan for items not yet completed but still in progress
- On-site opportunities for direct engagement, observations, and feedback
- Monthly check-ins with the MLTC

SHN will provide mentorship support for IPAC and clinical care (i.e. wound and skin care), improved consultation access to SHN specialists including access to palliative care, geriatric psychiatry, and internal medicine, as required.

SHN thanks Extendicare Guildwood's residents and families for their ongoing patience, support, and feedback. We heard from those families during the many town hall events hosted.

Given the extraordinary review undertaken over the past three months of the Voluntary Management Contract, SHN can state without reservation that this LTC home once again provides high quality resident care. It should not be lost that only two LTC homes in Scarborough (of 22) have undergone this extraordinary level of scrutiny and review. SHN believes that residents and their families, staff, the Scarborough population, Ontario Health East and the MLTC can be assured that safe, quality resident care has been restored at Extendicare Guildwood. SHN has confidence in Extendicare Guildwood, and would encourage others to as well. SHN looks forward to preparing for the future together with Extendicare Guildwood's residents, their families and staff.

The memory of the 48 residents who lost their lives at Extendicare Guildwood during the COVID-19 outbreak of 2020 has been memorialized in part by Extendicare Guildwood staff's dedication to learn, problem solve, and embrace change to affect sustainable solutions for the future. They did this to ensure that such an event can never happen again in their home.