

## Simcoe Manor Long Term Care Management Plan

In this management plan, developed in collaboration with the County of Simcoe (CoS), RVH is bringing forward knowledge and understanding of Simcoe Manor operations based on work completed in the home over the last 2 weeks as well as our assessment over the most recent days as temporary managers.

The goals of this management plan focus on actions that will ensure Simcoe Manor is meeting the standard of operation set out in regulation and legislation, and in doing so living up to the expectations and needs of residents, staff, medical staff, families and the broader community.



To meet the above goals, there are 12 priority areas, organized into the following themes:

- Ministry Order Activation
- Safe, High Quality Care
- Finance, Leadership and Human Resources
- Communication and Engagement

In each priority area, we have articulated the timelines and key actions needed.

### 1. Ministry Order Activation

Time Line	Key Actions	Target Date
First 30 days	<ul style="list-style-type: none"> <li>• Review Ministry order</li> <li>• Review MLTC inspection report.</li> <li>• Review COVID-19 IPAC inspection report from October 6, 2020 (Stevenson Memorial Hospital &amp; Simcoe Muskoka District Health Unit (SMDHU))</li> <li>• Develop Management Plan &amp; forward to MLTC</li> <li>• Assume operations of Simcoe Manor</li> <li>• Ensure Mandatory Management Order (MMO) in place &amp; indicate contract end date</li> <li>• Receive full and complete debrief from County of Simcoe (CoS), Ministry, Simcoe Muskoka District Health Unit and others</li> </ul>	<ul style="list-style-type: none"> <li>• October 13, 2020</li> <li>• October 13, 2020</li> <li>• October 12, 2020</li> <li>• October 14, 2020</li> <li>• October 13, 2020</li> <li>• October 19, 2020</li> <li>• October 20, 2020</li> </ul>

	<ul style="list-style-type: none"> <li>Establish local Emergency Operations Centre (EOC) with CoS full participation</li> <li>Daily EOC meeting</li> </ul>	<ul style="list-style-type: none"> <li>October 12, 2020</li> <li>October 12, 2020</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Stabilize operations</li> <li>RVH &amp; Simcoe Manor (CoS) to develop Transition Plan to transfer operations from RVH back to Simcoe Manor</li> </ul>	<ul style="list-style-type: none"> <li>December 8, 2020</li> <li>December 21, 2020</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Transfer operations from RVH back to Simcoe Manor</li> </ul>	<ul style="list-style-type: none"> <li>January 11, 2021</li> </ul>

## 2. Safe, High Quality of Care

### 2.1 - Resident Care

Time Line	Key Actions	Target Date
First 30 days	<ul style="list-style-type: none"> <li>Create and validate (ongoing) Line Lists for outbreak management</li> <li>Ensure quality clinical care for all residents including patient safety, and Activities of Daily Living (ADLs)</li> <li>Ensure point of care risk assessments are conducted consistently</li> <li>Establish daily assessment of residents using CLASS and ensure ongoing compliance</li> <li>Cohort of residents based on COVID status</li> <li>Cohort staff based on unit COVID status</li> </ul>	<ul style="list-style-type: none"> <li>October 16, 2020</li> <li>November 5, 2020</li> <li>November 5, 2020</li> <li>November 5, 2020</li> <li>On-going</li> <li>On-going</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Review current standards of resident care practices</li> <li>Implement Improved standards of care where deficiencies are noted</li> </ul>	<ul style="list-style-type: none"> <li>November 16, 2020</li> <li>December 8, 2020</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Continue implementation of better standards of care &amp; transition processes to CoS</li> </ul>	<ul style="list-style-type: none"> <li>December 15, 2020</li> </ul>

### 2.2 - Environmental Services (EVS)

Time Line	Key Actions	Target Date
First 30 days	<ul style="list-style-type: none"> <li>De-clutter and terminal clean all rooms (including resident rooms, offices and common areas)</li> <li>Remove unnecessary furniture and equipment throughout the facility</li> <li>Audit EVS practices and products and implement necessary changes</li> <li>Develop policies and procedures that align with the Provincial Infectious Diseases Advisory Committee (PIDAC) EVS standards</li> </ul>	<ul style="list-style-type: none"> <li>October 21, 2020</li> <li>October 26, 2020</li> <li>November 5, 2020</li> <li>December 2, 2020</li> </ul>

30 – 60 days	<ul style="list-style-type: none"> <li>Conduct weekly audits</li> <li>Create action plans as required</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> <li>On-going</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Conduct/transition bi-weekly audits</li> <li>Create action plans as required</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> <li>On-going</li> </ul>

### 2.3 - General Supplies and Equipment

Time Line	Key Actions	Target Date
First 30 days	<ul style="list-style-type: none"> <li>Procure supplies, equipment, services or associated tools as identified by the EOC</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Monitor supplies and equipment needs and procure as required</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Monitor supplies and equipment needs and procure as required</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>

### 2.4 - Infection Prevention and Control (IPAC)

Time Line	Key Actions	Target Date
First 30 days	<ul style="list-style-type: none"> <li>Establish baseline COVID status of residents and staff</li> <li>Create donning and doffing stations</li> <li>Develop and implement appropriate signage</li> <li>Establish consistent IPAC practices for PPE and isolation carts</li> <li>Review garbage management practices and address gaps / provide training</li> <li>Review laundry management practices and address gaps / provide training</li> <li>Develop and launch COVID education plan (e.g., transmission, prevention, use of PPE, etc.)</li> <li>Develop consistent practices and education for screeners</li> <li>Establish sound IPAC practices in the staff change rooms</li> <li>Review and update swabbing protocol for residents and staff for outbreak</li> <li>Develop plan for staff at local hotels</li> <li>Prepare education of management tools to ensure PPE practices are up to date (e.g., regular scheduled N95 testing)</li> </ul>	<ul style="list-style-type: none"> <li>October 19, 2020</li> <li>October 20, 2020</li> <li>October 14, 2020</li> <li>October 30, 2020</li> <li>November 6, 2020</li> <li>November 6, 2020</li> <li>October 30, 2020</li> <li>October 23, 2020</li> <li>October 20, 2020</li> <li>October 26, 2020</li> <li>October 13, 2020</li> <li>On-going</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Monitor and maintain newly implemented IPAC practices</li> <li>Prepare pandemic plan for future needs</li> </ul>	<ul style="list-style-type: none"> <li>November 13, 2020</li> <li>December 15, 2020</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Oversight and sustainability of IPAC practices successfully transitioned to Simcoe Manor leadership</li> </ul>	<ul style="list-style-type: none"> <li>December 31, 2020</li> </ul>

## 2.5 - PPE Conservation and Deployment

Time Line	Key Actions	Target Date
First 30 days	<ul style="list-style-type: none"> <li>Create baseline inventory report</li> <li>Track PPE usage/burn rate</li> <li>Create PPE dashboard</li> <li>Identify any critical shortages and follow-up</li> </ul>	<ul style="list-style-type: none"> <li>October 26, 2020</li> <li>October 26, 2020</li> <li>October 30, 2020</li> <li>On-going</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Monitor PPE dashboard</li> <li>Continue to identify any critical shortages and follow-up</li> <li>Continue to use PPE management tools</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> <li>On-going</li> <li>On-going</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Monitor PPE dashboard</li> <li>Continue to use PPE management tools</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> <li>On-going</li> </ul>

## 2.6 - Quality, Risk and Privacy

Time Line	Key Actions	Target Date
First 30 days	<ul style="list-style-type: none"> <li>Conduct risk assessment and work with the teams to develop mitigation plans</li> <li>Ensure compliance with Personal Health Information Act and Health Protection and Promotion Act</li> </ul>	<ul style="list-style-type: none"> <li>November 30, 2020</li> <li>November 30, 2020</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Conduct on site privacy impact assessment</li> <li>Establish audit system</li> </ul>	<ul style="list-style-type: none"> <li>December 10, 2020</li> <li>December 10, 2020</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Maintain/transition established audit system</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>

## 3. Finance, Leadership and Workplace Planning

### 3.1 - Financial Management

Time Line	Key Actions	Target Date
First 30 days	<ul style="list-style-type: none"> <li>County of Simcoe will assume all costs associated with RVH management of Simcoe Manor</li> <li>Identify/recommend/approve operational and capital needs</li> <li>Develop comprehensive cost tracking associated with outbreak</li> <li>Seek Ministry assistance as needed</li> </ul>	<ul style="list-style-type: none"> <li>October 28, 2020</li> <li>On-going</li> <li>October 28, 2020</li> <li>On-going</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Monitor comprehensive cost tracking associated with outbreak</li> <li>Transition process for financial management of comprehensive cost tracking associated with outbreak to CoS</li> <li>Seek Ministry assistance as needed</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> <li>On-going</li> <li>On-going</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Seek Ministry assistance as needed</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>

### 3.2 - Occupational Health and Workplace Safety

Time Line	Key Actions	
First 30 days	<ul style="list-style-type: none"> <li>• Audit workplace safety program</li> <li>• Develop plan to address items in the workplace safety audit</li> <li>• Develop education plan related to Ontario Hospitals Association (OHA) emergency codes</li> <li>• Update workplace violence policy</li> <li>• Establish safe chemical handling and storage processes</li> <li>• Provide clinical training related to patient handling and lift safety</li> <li>• Enhance absence scenarios and articulate return to work protocol for COVID positive staff</li> <li>• Ensure no staff work at multiple locations</li> </ul>	<ul style="list-style-type: none"> <li>• October 9, 2020</li> <li>• November 5, 2020</li> <li>• November 13, 2020</li> <li>• November 5, 2020</li> <li>• November 5, 2020</li> <li>• October 30, 2020</li> <li>• October 30, 2020</li> <li>• October 23, 2020</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>• Conduct weekly safety audits</li> <li>• Create action plans as required</li> <li>• Continue with staff safety education and training</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>• Conduct/transition bi-weekly safety audits</li> <li>• Continue/transition with staff safety education &amp; create action plans as required</li> <li>• Standardized testing of staff</li> <li>• Joint Health &amp; Safety Committee (JHSC functioning)</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> </ul>

### 3.3 - Staff Stabilization

Time Line	Key Actions	
First 30 days	<ul style="list-style-type: none"> <li>• Ensure daily staffing needs are met</li> <li>• Recruit/hire/onboard new staff</li> <li>• Conduct psychosocial assessments/interviews with all staff</li> <li>• Provide staff with support (e.g., mental health and wellness, community donations, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> <li>• On-going</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>• Implement position control plan</li> </ul>	<ul style="list-style-type: none"> <li>• December 7, 2020</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>• Evaluate early results of position control plan and make recommendations for future improvements</li> </ul>	<ul style="list-style-type: none"> <li>• December 15, 2020</li> </ul>

#### 4. Engagement and Communications

##### 4.1 - Communication with Licensee

Time Line	Key Actions	
First 30 days	<ul style="list-style-type: none"> <li>Establish Daily EOC scheduled meetings</li> <li>Establish Daily Executive meetings</li> </ul>	<ul style="list-style-type: none"> <li>October 12, 2020</li> <li>October 11, 2020</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Review frequency of EOC meetings</li> <li>Continue communication with CoS</li> </ul>	<ul style="list-style-type: none"> <li>December 18, 2020</li> <li>On-going</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Continued communication with CoS and Simcoe Manor to transition operations</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>

##### 4.2 - Family Engagement

Time Line	Key Actions	
First 30 days	<ul style="list-style-type: none"> <li>Send initial communication to families</li> <li>Initiate ongoing email communication to families</li> <li>Establish weekly town halls with families</li> <li>Offer 1:1 virtual visits residents/families</li> <li>Facilitate essential visits related to end of life care</li> <li>Review and facilitate all visitation types</li> <li>Develop and implement a visitor policy in alignment with Ministry Directive #3</li> <li>Reactivate family council</li> <li>Reactivate resident council</li> </ul>	<ul style="list-style-type: none"> <li>October 13, 2020</li> <li>October 15, 2020</li> <li>October 15, 2020</li> <li>October 15, 2020</li> <li>October 26, 2020</li> <li>October 26 2020</li> <li>October 26 2020</li> <li>November 16, 2020</li> <li>November 30, 2020</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Continue family engagement activities</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Provide recommendations on opportunities to improve family experience</li> <li>Provide resources for managing complex family dynamics</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> <li>January 5, 2021</li> </ul>

##### 4.3 - Joint Corporate Communications

Time Line	Key Actions	
First 30 days	<ul style="list-style-type: none"> <li>Establish process for issuing joint communication products</li> <li>Develop requisition template for communications product requests</li> <li>Establish approval process for joint releases</li> </ul>	<ul style="list-style-type: none"> <li>October 20, 2020</li> <li>October 20, 2020</li> <li>November 5, 2020</li> </ul>
30 – 60 days	<ul style="list-style-type: none"> <li>Maintain processes</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>
60 – 90 days	<ul style="list-style-type: none"> <li>Maintain processes</li> </ul>	<ul style="list-style-type: none"> <li>On-going</li> </ul>

**Signature Page**

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Royal Victoria Regional Health Centre

October 23, 2020  
Date

*Liz Ferguson*

Liz Ferguson  
Vice President, Patient Programs, Flow & CNE  
Royal Victoria Regional Health Centre

October 23, 2020  
Date

*Jane Sinclair*

Jane Sinclair  
General Manager, Health & Emergency Services  
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*October 23, 2020*  
Date

*Janina Grabowski*

Janina Grabowski  
Administrator  
Simcoe Manor

*20/10/20*  
Date