

Webinar Recap for December 7th, 2020

LTC+ Acting on Pandemic Learning Together

TOPIC

LTC and Hospital Partnership: Key Learnings from Southlake and River Glen Haven LTC

KEY AREA(S)

Pandemic response and surge capacity

SPEAKER(S)

- Gayle Seddon, Director of Community Programs and Partnership, Southlake Regional Health Centre
- Lesley Wiesenfeld, Strategy Manager, Southlake Regional Health Centre
- Jordan Kannampusha, Chief Operating Officer, ATK Care Group

SESSION OBJECTIVE(S)

- Learn from Southlake Regional Health Centre's experience on Pandemic response and surge capacity
- Offer concrete strategies to organizations related to Pandemic response and surge capacity
- Share program updates and next steps to participate in the LTC+: Acting on Pandemic Learning Together program

SUMMARY

1. In April 2020, a COVID-19 outbreak led to 90 residents and 37 staff testing positive for COVID-19, as well as the deaths of 36 residents at River Glen Haven LTC. In response, the Ministry of Long-Term Care issued a Mandatory Management Order for Southlake Regional Health Centre to assume management of River Glen Haven LTC in May 2020. When the organizations partnered, five priority areas emerged: 1) infection prevention and control, 2) resident care, 3) PPE supplies, 4) management team, and 5) family engagement.
2. Through a teaching, coaching and support role, Southlake Regional Health Centre guided River Glen Haven LTC home in creating and fulfilling a pandemic and outbreak response plan, as outlined below. Their approach included, refreshing PPE education for staff; creating an inventory of PPE supplies, as well as subsequently measuring and monitoring their burn rate as a proxy measure for proper PPE use; adopting an electronic audit process; implementing staff huddles, and townhalls for resident families and caregivers.



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3. A few key success factors emerged from the joint outbreak response. The first is the importance of ‘building a coalition of the willing’, which involved the collaboration of both organizations in operations, daily goal setting, holding regular huddles and celebrating weekly successes. The second involved working with families as essential partners in care, through daily and weekly communications, virtual calls with residents during the outbreak, and eventually, in person visitations after PPE education and monthly testing at a remote assessment clinic.
4. Consistent data collection, measurement and monitoring was an additional success factor in the River Glen Haven LTC outbreak and pandemic response. Throughout their partnership, tools were developed in order to ensure the consistency of the data collected and reported to families, staff, management, as well as the local public health unit and the Ministry of Health and Long Term Care. The first tool developed was a daily outbreak tool (featured on the top right corner of the image below) used to inform both the management team and daily communications with families. After the COVID-19 outbreak, and as part of the partnership’s sustainability and transition plan, a weekly reporting tool was developed and led by River Glen Haven LTC home. This tool contained meaningful data and performance targets in order to ensure the LTC home would maintain their gains and their successful practices would remain in place; featured on the bottom right corner of the image below. In addition, activity tracking data was collected for each resident in order to identify and address any important behavioural changes throughout COVID-19.

What gets measured gets done

Context:

- Lack of consistent mechanisms to determine a point in time operational status of the home

Goal:

- Validate all data to ensure accuracy and consistency between RGH Management Team, York Region Public Health and Ministry
- Shift focus from data validation to action and follow-up

Examples of Actions Taken:

- ✓ Produced new daily report for tracking outbreak data
- ✓ Produced new operational report for tracking weekly operational data related to ongoing sustainability of newly implemented policies and practices





5. Listed below are the overall lessons learned and key operational responses for pandemic response in LTC, which emerged from River Glen Haven LTC home’s experience:
 - Thorough IPAC education and audit plan
 - Quick deep clean and declutter of home
 - Robust and nimble cohorting plan
 - Comprehensive staffing plan
 - Comprehensive PPE acquisition (i.e., management and conservation)

- ‘What get’s measured gets done’
 - Resident care (i.e., care needs are met, and importance of family/caregivers)
 - Comprehensive communication plan to keep families and caregivers informed
6. While it proved difficult to measure and monitor staff’s psychological health during the COVID-19 outbreak, their staff’s ‘Psychological PPE’ was prioritized through various ways, including, an employee assistance program; mental health-related resources available and reviewed each day at huddles; mental health reminders at exit and entryways of the LTC home; identifying a space on the property to allow for socially distanced repose amongst staff; vigils and a garden created to acknowledge the lives of residents lost throughout the April 2020 COVID-19 outbreak; and ongoing, mental health-related community support.
 7. River Glen Haven LTC home undertook surveillance testing of staff every 7 days. There was little resistance to this approach which may have been attributable to their swabbing practice or ‘set up’, involving weekly swabbing at set times, accommodating staff who could not attend, and using this time as a mental health check-in with staff. River Glen Haven LTC home also believe this was successful due to the positive narrative encouraged through educating staff around the need and importance of surveillance to keep all safe.

RESOURCES SHARED

Listed below are the resources mentioned during the webinar:

- [Reimagining Care for Older Adults Report](#)
- [Staying Apart to Stay Safe: The Impact of Visit Restrictions on Long-Term Care and Assisted Living Survey](#)

WEBINAR RECORDING

[Watch the full webinar here!](#)

The newly amalgamated organization that brings together the Canadian Foundation for Healthcare Improvement and the Canadian Patient Safety Institute works with partners to share proven healthcare innovations and best practices in patient safety and healthcare quality. Working together with patients and other partners, we can deliver lasting improvement in patient experience, work life of healthcare providers, value for money and the health of everyone in Canada. The organization is a not-for-profit charity funded by Health Canada. The views expressed herein do not necessarily represent the views of Health Canada. Visit cfhi-fcass.ca and patientsafetyinstitute.ca for more information.