

# **Progress Report of The Provincial Implementation Plan for the Report of The Maples Personal Care Home Covid-19 Outbreak**

Respectfully Submitted to the Minister of Health and Seniors Care (MHSC)

August 2021

## INTRODUCTION

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This report outlines the progress in implementing the *Maples Personal Care Home COVID-19 Outbreak: External Review Final Report* recommendations. This is done by enacting the *Report of The Provincial Implementation Plan Team, for the Report of The Maples Personal Care Home COVID-19 Outbreak*, also known as the implementation plan.

The implementation plan established 13 working groups to address all of the 17 recommendations outlined in the external review's final report. The working groups include representatives from service delivery organizations (regional health authorities (RHAs), Shared Health, private and not-for-profit long-term care facilities, personal care home operators and personal care home associations). Members bring a wide range of expert insights, experience and skills from across the province to examine and understand the problems and solutions from a province-wide perspective.

The main work for the Manitoba health care system and the personal care home (PCH) sector is to successfully implement each of the 17 recommendations outlined in the initial external review. Each working group was given either a short-term, medium-term or long-term timeline for planning and implementation of deliverables to address their assigned recommendation(s), sub tasks and key considerations identified from the Maples report.

Over the past three months, the focus has been on completing short-term deliverables, which were assigned a due date of June 30, 2021. Work has been completed using a provincial lens on recommendations one to six, seven, 10 and 17B. As well, all recommendations and tasks specifically assigned to the Maples Long-Term Care Home in the external review's final report have also been completed.

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The short-term deliverables were presented to the project's steering team in early July 2021. The steering team was established to ensure the complete execution of the implementation plan. This team is made up of key representatives from the PCH sector and senior service delivery organization leadership, and is tasked to validate that the work completed by the working groups fully meets the expectation of the recommendation in the external review final report.

The steering team approved the four short-term deliverables, which address nine of the recommendations, and acknowledged that the work met the expectations and spirit of the recommendations and was delivered on time.

## PROVINCE-WIDE PROGRESS UPDATE:

The following table summarizes the progress in addressing each recommendation, using a provincial approach.

Recommendations (as per the external review final report)	Lead Organization	Working Group Deliverable	August 2021 Update	Status
1-6	Manitoba Health and Seniors Care	<ul style="list-style-type: none"> <li>• Create a Provincial Long-Term Care/ Personal Care Home Pandemic Plan with working group 7.</li> <li>• Develop Pandemic/Outbreak Task Sheets for personal care homes.</li> </ul>	A Provincial Long-Term Care/Personal Care Home Pandemic Plan has been created. This pandemic plan establishes a standardized approach for service delivery organizations (RHAs), operators and personal care home facilities to plan, prepare and respond to outbreaks and pandemics. The pandemic plan includes standardized templates to support organizations and facilities to respond to provincial communication, guidance and direction in the event of future outbreaks.	Complete
7	Shared Health	<ul style="list-style-type: none"> <li>• Create a Provincial Long-Term Care/ Personal Care Home Pandemic Plan with working groups 1 to 6.</li> <li>• Complete an environmental scan and gap analysis of all service delivery organizations (RHAs) and PCH sites.</li> </ul>	<p>Emergency Continuity Management has been integrated into the Provincial Long-Term Care/Personal Care Home Pandemic Plan. This section will assist sites to maintain operations during a pandemic.</p> <p>The environmental scan and gap analysis will inform how best to implement the pandemic plan and ensure a standardized long-term care system approach to future pandemics.</p>	Complete
8: Part A	Manitoba Health and Seniors Care	<ul style="list-style-type: none"> <li>• Ensure adherence to the December 7, 2019 standardized provincial service purchase agreement template by all service delivery organizations and personal care homes.</li> </ul>	Service purchase agreements have been modernized and standardized as part of overall health system transformation. Work is continuing to modernize schedule agreements with sites to further standardize expectations for service delivery organizations and personal care homes.	On Track
8: Part B	Shared Health	<ul style="list-style-type: none"> <li>• Develop the medical advisor role.</li> <li>• Develop pandemic physician daily visits.</li> <li>• Revise medical bylaw rules.</li> </ul>	Roles and responsibilities for medical advisor and physician visit protocols are being developed to improve medical support and practitioner care for personal care home residents during a pandemic outbreak.	On Track

PROVINCE-WIDE PROGRESS UPDATE: CONT'D

Recommendations (as per the external review final report)	Lead Organization	Working Group Deliverable	August 2021 Update	Status
9	Shared Health	<ul style="list-style-type: none"> <li>• Update the Health Incident Command's structure &amp; roles.</li> <li>• Strengthen communication between Health Incident Command and service delivery organizations and personal care home sites.</li> <li>• Conduct an evaluation with stakeholders on proposed revisions to the Health Incident Command structure.</li> </ul>	<p>An evaluation is currently underway, with a wide variety of system stakeholders to support the development of the response to this recommendation. Based on learnings from that evaluation, the Health Incident Command structure will be revised to strengthen communication, provide greater clarity on its roles and responsibilities, and improve how escalation will occur between Health Incident Command, service delivery organizations and long-term care/personal care homes during a pandemic.</p>	On Track
10	Shared Health	<ul style="list-style-type: none"> <li>• Reorganize the Provincial Pandemic Website (COVID-19) to improve access to COVID-19 information specific to long-term care/personal care homes.</li> </ul>	<p>The Provincial Pandemic COVID-19 Resources webpage was established early on in the pandemic as a resource for health care workers and operators. Resources for long-term care/personal care homes have been updated and reorganized as guidance has evolved. The webpage offers a location where COVID-19 information, guidance and resources are located, maintained and updated. This reorganized webpage streamlines and improves access to the most recent information and guidance, allowing long-term care/personal care home operators to review, at a glance, the complete provincial guidance and resource information related to COVID-19.</p>	Complete
11	Shared Health	<ul style="list-style-type: none"> <li>• Develop standardized provincial approaches to implement and support the provincial long-term care/personal care home pandemic plan.</li> </ul>	<p>Work is underway to ensure the necessary supports, training and resources for service delivery organizations and long-term care/personal care home sites to improve emergency continuity management and pandemic preparedness.</p>	On Track
12	Shared Health	<ul style="list-style-type: none"> <li>• Develop a long-term care and personal care home provincial report with a focus on ensuring that personal care homes are an integral part of the continuum of care in the health care system.</li> </ul>	<p>The working group will be reviewing existing planning, policies and integration points to ensure personal care homes are consistently and comprehensively included as an integral part of the health care system.</p>	On Track

**PROVINCE-WIDE PROGRESS UPDATE: CONT'D**

Recommendations (as per the external review final report)	Lead Organization	Working Group Deliverable	August 2021 Update	Status
13	Winnipeg Regional Health Authority	Develop: <ul style="list-style-type: none"> <li>• Infection prevention and control outbreak plans</li> <li>• Infection prevention and control education and monitoring standards</li> <li>• An infection prevention and control staffing guideline</li> <li>• An infection prevention and control provincial program standard</li> </ul>	The working group is completing an inventory of infection prevention and control resources in personal care homes and is developing recommendations for standardized provincial infection prevention and control outbreak plans, staff competencies and guidelines. These resources will provide a standardized provincial approach for infection prevention and control in personal care homes.	On Track
14 and 15	Shared Health	Develop: <ul style="list-style-type: none"> <li>• Overall staffing plan</li> <li>• Pandemic staff redeployment plan</li> <li>• Recruitment &amp; retention plan for personal care homes</li> </ul>	The working group is developing options for staffing, redeployment planning (pandemic staffing plan) and recruitment and retention. These options will inform planning for improvements in personal care home staffing and pandemic preparedness.	On Track
16	Manitoba Health and Seniors Care	<ul style="list-style-type: none"> <li>• Phase One - Begin personal care home standards modernization.</li> <li>• Phase Two - Complete personal care home standards modernization.</li> </ul>	The working group has begun preliminary work for updating and modernizing personal care home standards. This work will be completed over two phases. Phase one will ensure that issues emerging from other working groups are integrated into personal care home standards, policies or other compliance processes. Phase two's work will validate the new and revised standards with stakeholders and will seek approval through legislation and regulation. Phase two will continue into 2022.	On Track

PROVINCE-WIDE PROGRESS UPDATE: CONT'D

Recommendations (as per the external review final report)	Lead Organization	Working Group Deliverable	August 2021 Update	Status
17: Part A	Manitoba Health and Seniors Care	Develop: <ul style="list-style-type: none"> <li>• Personal care home communication toolkit</li> <li>• Personal care home communication plan</li> <li>• Central government communication plan</li> </ul>	The working group is developing communication resources to support communication at the personal care home site, service delivery organization and provincial levels. These tools will assist organizations to communicate effectively with the public and with families during pandemic outbreaks and other crises.	On Track
17: Part B	Shared Health	Develop: <ul style="list-style-type: none"> <li>• Psychological support services for personal care home staff</li> <li>• Psychological support documents for personal care home staff</li> <li>• Psychological support resources for personal care home residents</li> </ul>	The working group has developed psychological health and wellness resources and supports for long-term care/ personal care home staff. Supports to assist staff to deal with grief and loss, trauma, critical incident stress management and mental health and wellness have been offered at both a targeted level and broadly throughout the long-term care/ personal care home system. Psychological and wellness supports will continue to be made available to long-term care/ personal care home staff through ongoing employee assistance programs, Blue Cross and other staff wellness programs.	Complete

## FACILITY LEVEL PROGRESS:

The following table outlines the progress made on recommendations and tasks directed to the **Maples Long-Term Care Home**. This information has been provided by the Winnipeg Regional Health Authority.

Recommendation and Task	Status
<b>RECOMMENDATION ONE:</b> Revise the Maples Outbreak Plan to ensure the ability to operationalize it.	Complete
<b>Task for Recommendation One:</b> Determine critical roles and responsibilities during an outbreak and ensure redundancy for these critical roles within the assignments.	Complete
<b>Task for Recommendation One:</b> Identify the leader for response during an outbreak.	Complete
<b>Task for Recommendation One:</b> Skill up security and general labor staff before an outbreak.	Complete
<b>Task for Recommendation One:</b> Determine what constitutes a current or pending staffing issue (triggers) and ensure a response occurs.	Complete
<b>Task for Recommendation One:</b> Identify and implement increased direct care and housekeeping staff during an outbreak.	Complete
<b>RECOMMENDATION TWO:</b> Identify and implement clear care priorities for residents during an outbreak situation, including but not limited to medication management and minimum standards for documentation.	Complete
<b>Task for Recommendation Two:</b> Identify care parameters that will be paused or monitored during an outbreak.	Complete
<b>Task for Recommendation Two:</b> Have a clear care plan for each resident before an outbreak that includes personal directives, vital medications, hydration directives, etc.	Complete
<b>RECOMMENDATION THREE:</b> Mobilize and deploy additional onsite Revera resources at the beginning of an outbreak through to when stabilization is achieved (e.g. clinical expertise, leadership expertise)	Complete
<b>RECOMMENDATION FOUR:</b> Ensure that regular (daily) on site physician rounds are immediately in place once an outbreak has been declared	Complete

## FACILITY LEVEL PROGRESS: CONT'D

Recommendation and Task	Status
<b>RECOMMENDATION FIVE:</b> Recognize that housekeeping is a critical essential service in long-term care and ensure it is staffed appropriately during any outbreak.	Complete
<b>Task for Recommendation Five:</b> Augment housekeeping staff with individuals skilled and knowledgeable in PPE and enhanced cleaning standard operating procedures.	Complete
<b>Task for Recommendation Five:</b> Ensure housekeeping staff are assigned to specific wings in the building to reduce spread.	Complete
<b>RECOMMENDATION SIX:</b> Improve communication for stakeholders	Complete
<b>Task for Recommendation Six:</b> Revise the Maples outbreak communication plan to proactively clarify to families what information they will receive, frequency of contact, and by which route it will be provided in the event of an outbreak. This recommendation should also be considered at the system and regional levels.	Complete
<b>Task for Recommendation Six:</b> Consult families in development and revision of the outbreak communication plan.	Complete



## NEXT STEPS

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This progress report provides a summary of work completed by working groups assigned short-term deliverables and by the Maples Long-Term Care Home. Additionally, a summary of work underway by working groups assigned medium and long-term deliverables is provided. Over the coming months, working groups will continue to advance work to execute their plans and complete deliverables that are within the scope of this project by the end of 2021.

## CONCLUSION

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Manitoba service delivery organizations, Shared Health Manitoba and Manitoba Health and Seniors Care are committed to completing the recommendations within the proposed timelines. The Manitoba government is grateful for the involvement of Maples Long-Term Care Home residents, their families and its caring staff and their role to date in helping improve long-term care services in Manitoba. Recommendation implementation across the province requires the efforts and dedication of many health care providers, administrators and staff throughout Manitoba. Through collective efforts, dedication and commitment, Manitoba health care organizations can work together to prevent tragedies, such as the tragic outbreak and loss of life at Maples Long-Term Care Home and other personal care homes in Manitoba, from occurring in the future.

08/04/2021