

**Strathmere Lodge  
PANDEMIC RESPONSE PLAN**

**Policy No:** PRE 001  
**Issue Date:** January 2010  
**Issued by:** Administrator  
**Revised:** January 2011, Sept. 2013, Mar. 2017, Mar. 2020, May 2022  
**Approved by:** Administrator

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## **ESSENTIAL RESIDENT NEEDS**

### **Dialysis**

For residents in need of dialysis, arrangements shall be made and confirmed with the providing facility to ensure that treatment will continue to be available.  
Transport arrangements shall also be confirmed.

### **Pharmaceuticals**

Registered staff have access to Emerg Box medications kept on site. Contracted pharmacy provider will continue to provide medications and treatments required by residents throughout the duration of the pandemic.

### **Essential Care**

Care plans shall be used to determine residents' medical, nursing and nutritional needs. Residents who may be at high risk of complications from pandemic symptoms shall be identified and monitored especially if occupying a basic room. Those experiencing symptoms related to pandemic shall be isolated to their room until resolution of their symptoms (or as outlined by MHLU).

### **Alternate Sites for Care**

Residents with minimal care requirements shall be assessed to determine if they can be cared for by a family member off site.

Consideration may have to be given to a transfer of residents to non-affected facilities if staff availability falls to unacceptable levels (Refer to Regional Shelter Agreement).

### **Essential Services**

Non-essential services are identified in the attached appendix- Pandemic Response Plan – Essential Services.

All other services shall be deemed essential.

Attachment: Essential Services

	Total Employee s	Non-Essential Services	Mitigating Measures Non- Essential	Essential Services	Mitigating Measures Essential Services	Total Non- Essential / Essential Daily Customer Contacts	Issues
Nursing & Personal Care  [includes RAI Coordinator and Clinical Support Nurse]	<ul style="list-style-type: none"> <li>134</li> </ul>	<ul style="list-style-type: none"> <li>Bed making except as required</li> <li>Charting – certain aspects</li> <li>Bathing – reduce from 2/week</li> <li>Serving meals</li> <li>Dressing</li> <li>Linen distribution</li> </ul>	<ul style="list-style-type: none"> <li>Use non nursing staff to make beds and serve meals</li> </ul>	<ul style="list-style-type: none"> <li>All care components</li> <li>Feeding and total care residents</li> </ul>	<ul style="list-style-type: none"> <li>Establish “cohort” staffing [i.e. teams working only in one designated area] for affected RHA (resident home areas)</li> <li>Establish 12 hour shifts if necessary</li> <li>Request low level care residents discharge to families</li> </ul>	<ul style="list-style-type: none"> <li>Residents with symptoms to be isolated (if in Basic both residents are to be isolated) in room to minimize cross contamination and facilitate care</li> </ul>	<ul style="list-style-type: none"> <li>Minimum staffing levels have been established but the effect on care is unknown</li> <li>Absenteeism possibly as high as 33%</li> <li>Transfer of acute cases to hospital may not be possible</li> </ul>
Dietary [includes Dietician and PT Food Service Supervisor]	<ul style="list-style-type: none"> <li>29</li> </ul>	<ul style="list-style-type: none"> <li>Cleaning dining rooms</li> </ul>		<ul style="list-style-type: none"> <li>Meal prep and dining room delivery</li> </ul>	<ul style="list-style-type: none"> <li>Alternate menus phased in as staff levels decline</li> <li>Supplies held offsite in case of delivery interruption</li> <li>Stagger meal times</li> <li>Use non dietary staff in use of dishwasher</li> </ul>	<ul style="list-style-type: none"> <li>Ensure affected residents are provided with tray service</li> </ul>	<ul style="list-style-type: none"> <li>No hot meals without a cook</li> <li>Training of staff to prepare menu items in convection oven and use of sundry kitchen equipment</li> </ul>
Food Service Manager	<ul style="list-style-type: none"> <li>1</li> </ul>	<ul style="list-style-type: none"> <li>Sundry clerical</li> </ul>	<ul style="list-style-type: none"> <li>Defer</li> </ul>	<ul style="list-style-type: none"> <li>Organize staff deployment, meal prep and delivery</li> </ul>	<ul style="list-style-type: none"> <li>Contract service to provide part time back-up</li> </ul>	<ul style="list-style-type: none"> <li>As required when roaming through resident home areas</li> </ul>	<ul style="list-style-type: none"> <li>Limited expertise in meal service management within staff complement</li> <li>Contract service may not have back-up when required</li> </ul>
Housekeeping	<ul style="list-style-type: none"> <li>13</li> </ul>	<ul style="list-style-type: none"> <li>Cleaning of floors</li> </ul>	<ul style="list-style-type: none"> <li>Spot cleaning of soiled areas only</li> </ul>	<ul style="list-style-type: none"> <li>Disinfecting of contact surfaces in communal areas, resident rooms and all washrooms</li> </ul>	<ul style="list-style-type: none"> <li>Use other staff as available</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	

	Total Employees	Non-Essential Services	Mitigating Measures Non-Essential	Essential Services	Mitigating Measures Essential Services	Total Non-Essential / Essential Daily Customer Contacts	Issues
Laundry	• 6	<ul style="list-style-type: none"> <li>Limit linen changes to soiled only</li> <li>Suspend all but essential processing of personal clothing</li> </ul>	<ul style="list-style-type: none"> <li>Use other staff</li> </ul>	<ul style="list-style-type: none"> <li>Soiled linen processing. Use external laundry service if required [Brite Linen]</li> </ul>	<ul style="list-style-type: none"> <li>Use other staff for delivery of clean linens and personals</li> </ul>	<ul style="list-style-type: none"> <li>none</li> </ul>	
Environmental Services Manager	• 1	<ul style="list-style-type: none"> <li>Sundry meetings, reports, etc</li> </ul>	<ul style="list-style-type: none"> <li>Defer</li> </ul>	<ul style="list-style-type: none"> <li>Ensure only minimum functions are performed</li> <li>Supplies</li> </ul>	<ul style="list-style-type: none"> <li>Seamstress and Tradesperson under direction of Administrator as back-up</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	<ul style="list-style-type: none"> <li>Limited off-site access</li> </ul>
Recreation [includes Manager of Recreation, Social Worker and Chaplain]	• 10	<ul style="list-style-type: none"> <li>All programming can be suspended</li> <li>Therapy can be suspended</li> </ul>		<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Adjuvants &amp; Recreation under direction of Administrator as back-up</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	<ul style="list-style-type: none"> <li>Activity and stimulation on a one to one basis must still be provided even at minimal levels</li> </ul>
Maintenance	• 3	<ul style="list-style-type: none"> <li>All preventive maintenance as well as library deliveries for a short period</li> </ul>	<ul style="list-style-type: none"> <li>Respond only to system breakdowns</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of HVAC et al</li> <li>Moving residents internally [i.e. cohorting]</li> </ul>	<ul style="list-style-type: none"> <li>External Contractors as back-up</li> </ul>	<ul style="list-style-type: none"> <li>Limited to entering resident room as required</li> </ul>	<ul style="list-style-type: none"> <li>No back-up if all 3 staff are absent</li> </ul>
Payables & Resident Accounting	• 1	<ul style="list-style-type: none"> <li>Sundry clerical duties</li> </ul>	<ul style="list-style-type: none"> <li>Defer</li> </ul>	<ul style="list-style-type: none"> <li>Process payables</li> <li>Process Receivables</li> <li>Payroll support</li> </ul>	<ul style="list-style-type: none"> <li>Process from off-site location. Receptionist as back-up</li> </ul>	<ul style="list-style-type: none"> <li>Constant, as shares receptionist role</li> </ul>	<ul style="list-style-type: none"> <li>Off-site access</li> </ul>
Receptionist	• 1	<ul style="list-style-type: none"> <li>Sundry clerical duties</li> </ul>	<ul style="list-style-type: none"> <li>Defer</li> </ul>	<ul style="list-style-type: none"> <li>Screening visitors</li> </ul>	<ul style="list-style-type: none"> <li>Employ security guard</li> <li>Limit hours of access to building</li> </ul>	<ul style="list-style-type: none"> <li>Constant</li> </ul>	<ul style="list-style-type: none"> <li>Availability and added cost of security</li> </ul>
DRC, ADRC, & Nursing Co/ Infection Control	• 3	<ul style="list-style-type: none"> <li>Sundry meetings, reports, etc</li> </ul>	<ul style="list-style-type: none"> <li>Defer</li> </ul>	<ul style="list-style-type: none"> <li>Manage organization of nursing staff, care delivery, respond to critical</li> </ul>	<ul style="list-style-type: none"> <li>ADRC as back up</li> <li>Nursing Coordinator as back-up</li> <li>RN as backup</li> </ul>	<ul style="list-style-type: none"> <li>Significant</li> </ul>	<ul style="list-style-type: none"> <li>Nursing management will be critical in outbreak/pandemic situation</li> </ul>

Coordinator				situations			
Staff Educator	• 1	• All functions	• Defer	• None	• None	• As required	

	Total Employees	Non-Essential Services	Mitigating Measures Non-Essential	Essential Services	Mitigating Measures Essential Services	Total Non-Essential / Essential Daily Customer Contacts	Issues
Ward Clerk	• 2	• Sundry clerical duties	• Defer	• Fills nursing staff absences • Arranges resident medical appointments and transportation	• Admin Support Nurse as back-up	•	• Critical position if nursing staff levels are to be maintained
Office Supervisor	• 1	• Supervise office staff • Complete WSIB claims • Meet with families on business arrangements	• Administrator as back-up • Defer • Staff can self direct	• Processes new resident information • Check payables, general ledger • Generates budget reports	• Payroll Clerk under direction of Administrator as back-up • Certain functions may be performed off-site	• As necessary	• Limited off-site access
Administrator	• 1	• All functions	• Defer	• Management of staff, family and volunteer deployment • Communication coordination • Coordinate delivery and rationing of supplies	• DRC as back-up with assistance of Office Supervisor	• As necessary	• Limited off-site access if symptomatic
Admin Support Nurse	• 1	• Certain medical appointments	• Defer	• Fills nursing staff absences • Arranges resident medical appointments and transportation • Delivers nursing supplies to home areas	• Clinical Support Nurse as back-up	• Several, as roams through all home areas	• Critical position if nursing staff levels are to be maintained

Not including hairdresser, physiotherapist or physiotherapy aides. Considered Non-Essential services during pandemic.

	Total Employees	Non-Essential Services	Mitigating Measures Non-Essential	Essential Services	Mitigating Measures Essential Services	Total Non-Essential / Essential Daily Customer Contacts	Issues
Other Issues	<ul style="list-style-type: none"> <li>• 205</li> </ul>						<ul style="list-style-type: none"> <li>• Staff absences beyond minimum staff levels will place the home in a critical situation</li> <li>• Recruiting of families and volunteers during pandemic not possible</li> <li>• Removal of deceased remains to funeral homes during pandemic may not be possible unless emergency measures are established</li> <li>• Emergency supply arrangements are limited to 4 weeks at most</li> <li>• Loss of water, natural gas for heat would render the home uninhabitable</li> <li>• Disruption in supply of diesel fuel for generator would also have the same impact if hydro power was cut</li> </ul>