August 21, 2020

Update on the report from Paul Boniferro

In June, Sienna Senior Living launched a comprehensive six-point action plan to improve our operations and overall delivery of care. This action plan included an immediate, company-wide review into the policies, practices and culture at Sienna led by former Deputy Attorney General of Ontario, Paul Boniferro.

Today, we are pleased to report that we have received Mr. Boniferro's review and recommendations. His findings include proposed enhancements in areas such as staffing, labour relations and our workplace culture.

We are incredibly thankful to Mr. Boniferro for his review and have now turned our focus towards implementing all of his recommendations. Together with management, Joseph Mapa, Executive Advisor to the Board of Directors, will oversee the implementation of these recommendations in the months ahead.

Once again, we want to thank Mr Boniferro for this important work. All of us at Sienna are working as hard as possible to ensure that each of Sienna's long-term care residences delivers the care and support our residents and their families expect and deserve. We are confident that Mr. Boniferro's findings will help us meet this important objective.

A summary of Mr. Boniferro's recommendations can be found below.

--
Summary: Report to the Special Committee of the Sienna Senior Living Board of Directors – July 2020

ADVICE AND RECOMMENDATIONS
Below I have set out my advice and recommendations based on the aforementioned findings and observations, which I think may assist Sienna in addressing the areas for improvement that I have identified above.

I acknowledge that many of these recommendations have been made before, by one or more of the myriad reports, commissions, inquests and other investigations or reviews into the LTC sector over the years. I also acknowledge that many of these recommendations may not be achievable without increased or additional revenue streams. However, I hope that these recommendations will provide Sienna with a starting point for considering future and ongoing enhancements to the organization.

(a) STAFFING
- *Continue to lobby provincial and federal governments, in conjunction with other actors in the sector, for example other private care providers and the OLTCA, to:*
  - *improve the Ontario funding model, perhaps to something similar to B.C.;*
  - *assess appropriateness of guidelines regarding hours of direct care per resident per day and PSW to resident ratios;*

- o *create and implement sector-wide initiatives to attract increasing numbers of front-line staff to the sector, perhaps through an in-house training and accreditation educational institute (e.g., as part of an enhanced Sienna Academy), or in conjunction with the OLTCA;*
  - o *conduct a sector-wide review of wages, benefits and staffing requirements for front- line workers, including PSWs; and*
  - o *permit more flexible roles for staff, such that the distinct tasks that various roles are currently permitted to do are less rigid and team members can be more immediately responsive to the care needs of residents.*
- *Conduct a survey to determine how many hours each day management spends trying to fill empty part-time or casual vacancies.*
- *Consider retaining a subject matter expert to review the current scheduling and staffing model to optimize the staffing complement while allowing for flexibility in scheduling.*
- *Determine the feasibility of providing assistance to all homes in rolling out the Attendance Support Program.*
- *Mandate the presence of at least some home-level management at all care communities on evenings and weekends.*
- *Determine an appropriate PSW to resident ratio and require that management report to the Board any time a care community's staffing ratio falls below the pre-determined standard.*
- *Require that exit interviews be conducted for all team members.*
  - o *Track and maintain metrics to allow the People Department and the Board to assess turnover trends.*
- *Task the HR department to find innovative ways to attract new talent, particularly PSWs. Some examples for consideration could include offering:*
  - o *signing bonuses;*
  - o *schooling reimbursement for prospective PSWs; and/or*
  - o *increased opportunities for internal advancement.*
- *Conduct a thorough review of CSA team members, including skill sets, talent and needs of care communities, and provide company-wide training regarding the scope of the role as well as the ways in which CSAs can support other team members within the care community.*
- *Continue to recruit and hire additional CSAs to alleviate the burdens on PSWs in a cost- effective manner.*
- *Re-assess the centralized hiring model so that there is greater communication and collaboration directly with care communities, more thorough screening is completed regarding both qualifications and "fit" of prospective team members, and consideration is given to the impact on timing and local autonomy.*
- *Continue attempts to acquire team members' direct contact information, particularly email addresses, to ensure ease of direct, mass communication.*
  - o *Consider a joint collaboration with the unions in this regard, to increase buy-in and trust from team members.*
- *Consider utilizing the company-wide email domain to distribute policies and communicate schedules and available shifts so that the use of company-wide email is more ingrained in day- to-day culture.*
- *Ensure that RAI specialists are adequately trained and supported so that they can achieve the maximum funding for the care communities they support.*
- *Consider comparing the effectiveness of care communities with a designated HR team member versus care communities that rely exclusively on assistance from their HR Business Partner.*
- *Ensure that annual performance reviews are conducted for all team members.*
- *Identify and track poor performing care community leadership, act quickly to provide increased training and resources for that leadership, and consider termination where appropriate.*

- *Review hiring practices for the Executive Director role, giving consideration to the necessary skillset required for the Executive Director role, including HR, people and communication skills as well as having a high EQ, potentially discerned with the assistance of psychometric testing.*

(b) LABOUR RELATIONS

- *Provide training and support to local leadership regarding how to build and develop relationships with union representatives.*
- *Consider joint labour-management training in care communities where labour-management relationship is weak.*
- *Look to B.C., and strong Ontario homes, for best practices regarding how to build strong relationships with the unions at a local level.*
- *Maintain open and consistent lines of communication with the union at the local level.*
  - *For example, any time a policy is rolled out or revised, union representatives should be notified and provided with a copy.*

(c) POLICIES

- *Augment both onboarding and ongoing training for front-line staff on HR/people policies.*
  - *Create and implement a more comprehensive training curriculum for important HR- related topics including, but not limited to: resident abuse and the duty to report abuse; workplace harassment and bullying; and the whistleblower policy and use of the confidential line.*
  - *Ensure that this curriculum is mandatory at all Sienna owned/operated homes, but create this curriculum with input from leadership at the local level.*
  - *Reconsider reliance on online training for nuanced and sensitive topics such as resident abuse, privacy and bullying and harassment, and consider holding in-person training sessions for these topics.*
  - *Provide support to care community leadership so that they are able to dedicate sufficient time and resources to training staff on Sienna's HR/people policies.*
  - *Ensure there is thorough testing on HR/people policies following training sessions, with consequences for test-takers' failure.*
- *Increase continuing education training with staff on topics directly related to HR/people policies (in addition to training on the policies themselves). For example, training on team- building, conflict resolution and working in high stress environments may help facilitate the resolution of interpersonal disputes between team members before they are brought to management.*
- *Signal the importance of training by ensuring that all employees are paid for training.*
- *Make efforts to carve out time to allow for training outside of normal working shifts, for both onboarding and ongoing training.*
  - *Recognizing that existing funding may be insufficient to allow for training outside normal working hours, lobby provincial governments for increased funding to allow for such training.*
- *Create metrics for measuring the effectiveness of training, which can be reported to the Board on a quarterly or annual basis.*
- *Conduct regular reviews of all HR/people policies.*
- *Ensure consistent and ongoing Board education on HR/people policies, and ensure Board awareness of the training provided to front-line staff and management on those policies, with the support of Sienna's HR and Legal Departments.*

(d) COMPLAINTS
- *Formalize the complaint process and ensure that front-line staff and leadership teams clearly understand the available avenues for submitting complaints.*
- *Eliminate informal avenues for raising complaints, such as complaining directly to the CEO.*
- *Re-assess and increase community-level leadership and involvement in final outcomes/resolution of HR matters and team member training regarding dispute resolution and respect in the workplace.*

(e) WHISTLEBLOWERS
- *Increase promotion of the existence of the whistleblower policy and anonymous whistleblower line.*
- *Conduct training, particularly at the care community level, regarding the process for submitting a whistleblower complaint, as well as the steps that are taken afterwards to address and resolve the complaint, including emphasizing that the complaint is handled by a third party at first instance so that the anonymity of the whistleblower is maintained.*
- *Track metrics surrounding whistleblower complaints, which metrics can be reported to the Board on an annual and/or quarterly basis, including: incidence; causes; whether they were substantiated; whether they have been resolved; and, if known, metrics on homes they are arising from and the type of individual submitting the complaint (for example, is it a team member, a resident or family member, etc.).*

(f) RESIDENT ABUSE
- *Implement metrics for tracking resident abuse across the organization.*
- *Review and evaluate Sienna's arbitration approach and outcomes to ensure a consistent and effective implementation of a zero tolerance approach.*
- *Reinforce the importance of a zero tolerance approach to abuse and neglect by enhancing training proactively through in-person training.*

(g) CULTURE
- *Implement a consistent "people first" policy corporately, allowing individual communities to implement it in their own local way to ensure buy-in and effectiveness.*
- *Elevate the level of excellence for Executive Director and Director of Care positions by hiring for and/or training on HR, people, and communications skills to ensure that the individuals leading care communities possess the requisite people skills and EQ to create and foster people-first environments.*
- *Identify the care communities with the strongest culture and leadership and determine best practices for the organization as a whole; i.e., what do those communities and leaders do that set them apart?*
- *Ensure that communication with all stakeholders, including home level leadership, front-line staff, residents, family members and unions, remains open and ongoing.*
- *Encourage, or perhaps mandate, management at the corporate level to make extended quarterly or annual visits to care communities to both foster dialogue and signal caring.*
- *Also consider encouraging, or perhaps mandating, management at the corporate level to job shadow at the local level on a regular, or at least annual, basis.*