

October 19, 2020

Sienna's COVID-19 Second Wave Preparedness

Caring for our residents and team members is at the heart of everything we do at Sienna. Over the past few months, we have taken a number of critical steps to ensure we are prepared to meet whatever challenges may come, particularly as it relates to the second wave of the COVID-19 pandemic in Canada.

We have leveraged the knowledge and skills of Canada's foremost health and long-term care experts to enhance our readiness. We are investing in our frontline teams and in technologies that enhance the way we care for our residents. And, we are strengthening how we communicate with families and team members to build a true resident-centred and people-driven partnership in care.

We have emerged from the first wave of the pandemic stronger, more knowledgeable and ready for whatever comes next.

Enhancing our Expertise

Sienna has made significant additions to its leadership and health expertise to better prepare for the second wave and to strengthen the care we provide to our residents. They include:

- Joseph Mapa, the former President & CEO of Sinai Health System, as Executive Advisor to the Board of Directors.
- Dr. Andrea Moser, an expert in the care of the elderly and co-developer of the Long-Term Care Medical Director Curriculum for Ontario, as our first-ever Chief Medical Officer.
- Dr. Allison McGeer, one of Canada's premier infection prevention & control specialists, and Professor in the Departments of Laboratory Medicine and Pathobiology and Public Health Sciences at the University of Toronto.
- Stephen Foster, as interim Executive Vice President for Long-Term Care, who has over 30 years of senior management experience in the seniors living and hospitality sectors across North America.

Growing our PPE Supply

Sienna is securing PPE to ensure we have a robust supply and our residences have what they need, when they need it. To date, we have:

- Increased the level of reserve supply of PPE on-site at each residence and in our warehouses to at least 30-days-worth, ensuring we have sufficient stock at all times. This is a significant enhancement to PPE stock inventory since prior to the first wave of the pandemic.
- Centralized our ordering inventory system through the establishment of eight regional hubs in both BC and Ontario that will expedite access to additional PPE, as needed.
- More than tripled our vendor list so that we have more supply to draw from should the situation require further access to reserves.

Reinforcing our Infection Prevention and Control Practices

Sienna is drawing on the insights and learnings from the first wave of the COVID-19 pandemic, as well as valued input from our health partners, families and residents to reinforce our infection prevention and control (IPAC) practices. As a result, we have implemented a number of key initiatives, including:

- Developing a clinical guide for our residences to confidently manage the second wave. The guide is based on best practices and external health expertise, incorporates full IPAC reviews from hospital partners, and has been through extensive peer review.
- Every care community has conducted an audit focused on strengthening priority areas and safeguards.
- Holding weekly training seminars for IPAC leads at all residences, along with webinars for individual residences to address site-specific needs. To date, 12 weeks of training have taken place for key frontline staff and leadership.
- Conducting readiness validation exercises with internal and external parties such as table-top activities, and government and regional health authority audits.
- Supporting our frontline teams with IPAC practices and protocols through the addition of five regional certified IPAC experts, as well as nurse clinicians with valuable sector experience.
- Adopting enhanced screening, testing and contact tracing practices that allow us to reduce the risk of the virus spreading in residences.
- Reducing our shared accommodations of three and four-bed ward rooms by almost 200 beds in compliance with the mandate of the Ontario Ministry of Long Term Care.

Investing in our Residences

Sienna has made and continues to make several onsite enhancements to improve the resident experience. They include:

- The addition of 17 temporary air conditioning units this past summer during one of Canada's biggest heat waves, and we continue to collaborate with external engineering firms to adapt infrastructure to support better air flow in some of our residences.
- Technological investments – including virtual care, a centralized contact centre for families and an online visiting booking system – that reduce some non-care responsibilities of frontline workers and allow them to allocate more time to residents.

Supporting the Frontlines

Sienna is enhancing its pandemic staffing strategy to support our team members and ensure continuity of care for our residents. Our contingency planning includes:

- Assessing staffing levels and creating thresholds for leadership and frontline roles in preparation for the second wave.
- Continuing to advance our full-time to part-time staffing ratios, which have grown over the past few months by approximately 20%.
- Cross-training team members to allow us to redeploy staffing resources, particularly from our Support Services Office, to residences as needed.

- Adding occupational health and safety expertise to facilitate the safe return to work of team members impacted by COVID-19.

Strengthening Communications

Sienna is working hard to establish clear, regular forms of communication with residents, families and team members to ensure we have multiple ways to keep everyone informed:

- Residents and families now have several ways to connect, be informed and ask questions:
 - Bi-weekly newsletters with updates on new guidelines, protocols, programs and services.
 - Access to live support and information through a dedicated hotline.
 - Virtual town halls provide families with access to residence leaders to get answers to important questions about resident care.
 - Automated phone messages to provide more urgent updates.
 - An updated website with easy access to COVID-19 updates, as well as helpful resources, guides and videos.
- We have also launched a new team member app, called Crew, to communicate with our team members in real time on their mobile phones.

We continue to make our preparedness for the second wave a top priority and will routinely build on the plans we have developed to date.