

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
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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</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/ and Infection Control Coordinator	• 5	<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 situations</li> </ul>	<ul style="list-style-type: none"> <li>ADRC as back up</li> <li>Nursing Coordinators 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>
Staff Educator	• 1	<ul style="list-style-type: none"> <li>All functions</li> </ul>	<ul style="list-style-type: none"> <li>Defer</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>	

	Total Employee s	Non-Essential Services	Mitigating Measures Non- Essential	Essential Services	Mitigating Measures Essential Services	Total Non- Essential / Essential Daily Customer Contacts	Issues
Ward Clerk	• 4	• 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.

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	s		Essential			Customer Contacts	
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>