

BARRIERS	Action Plan	Target Date	Responsibility	Status Report
<p><b>ARCHITECTURE :</b></p> <p>Back staff entrance has been locked since March 2020 to allow for one entrance only for screening purposes causing potential congestion at the front door and increased chance of mishap from walking from the parking lot to the front door</p>	<ul style="list-style-type: none"> <li>Ensure there are clear markings for social distancing at the main entrance to promote safety, especially during shift change and busy visitor times</li> <li>Ensure the driveway and sidewalk remain clear of ice/snow at all times</li> <li>Continually review the appropriate time to unlock the back entrance and keep staff informed</li> <li>Staff are requesting that the punch clock that was moved to the main lobby during COVID be put back into the staff area in the basement since the pandemic has been declared over</li> </ul>	<p>Immediately (actually implemented April 2019 at start of pandemic)</p> <p>Completed</p> <p>In Discussion</p>	<p><i>IPAC Team</i></p> <p><i>CEO, IPAC Team</i></p> <p><i>CEO Union</i></p>	<p><b>2021 In Progress</b> → At this time, there have been no mishaps having everyone come through the front door for the past 18months; floor markings are present and social distance is practiced. Precautions have been put in place to allow for back door to be unlocked at the end of October <b>2022-23</b> → Staff continue to use both the back staff entrance and main door as ways to enter/exit the building with no further IPAC impact</p> <p>At this time, there is no plan to move the time clock to the basement</p>
<p><b>ENVIRONMENT:</b></p> <p>The Emerald activation room was reconstituted to be the physio room back in 2013 as it was rarely used and the physio room on the ground floor was not really utilized as it was too far removed from the home areas. There is a greater need now to have that room back for resident space as indicated by the home area families and residents.</p> <p><b>*NEW*</b> COVID-19 in LTC homes has changed what the environment looks like and what is needed to promote social distancing, hand hygiene, screening and testing. Significant changes were made to ensure compliance to public health measured required due to the pandemic.</p>	<ul style="list-style-type: none"> <li>Consult with the staff in the Emerald home area to see what the challenges are for the use of that space</li> <li>Discuss with physio staff the need for the room ie how much is the equipment in the room is actually utilized by the residents</li> <li>Explore opportunities for finding another space that can be used for the physio room</li> <li>Reorganize the space back to an activity room if possible</li> <li>Increased hand sanitizer stations throughout the Home, particularly in common spaces</li> <li>Signage posted throughout that dealt with max room capacity, social distancing, hand hygiene, etc</li> <li>Resident dining areas were redesigned to allow for only 2 residents per table so that all could continue to enjoy the dining room experience</li> <li>Staff areas and break rooms were all reconfigured to promote social distancing</li> </ul>	<p>2022</p> <p>March 2021 and ongoing</p>	<p>Activation Manager</p> <p>CEO</p> <p>L&amp;P Team</p> <p>H&amp;S Team</p> <p>IPAC Team</p>	<p><b>2022</b> → Most of the physio equipment is not used and therefore was removed from the space and the conference room received the hot cart and a few other items as it was a locked room. The Emerald activity space was reinstated for the residents and families use.</p> <p><b>Project Completed.</b></p> <p><b>Update 2022 Ongoing</b> → All of the environmental changes remain in place at the Home and will continue to follow the guidance of Public Health and the Ministry to ensure the environment meets the COVID-19 safety guidelines.</p> <p><b>2024</b> → Resident dining rooms were reconfigured back to 4/table in most cases and the lounge reorganized for its purpose</p>

<p><b>ATTITUDES:</b> Staff not fully aware of the cultural differences in our unique Chinese cultural home area.</p> <p><b>*NEW*</b> Recognize National Truth &amp; Reconciliation Day (September 30) This day honours the survivors of the residential school system, their families, and communities.</p>	<ul style="list-style-type: none"> <li>Investigate community groups/resources that would assist Chester Village in learning about the Chinese culture as well as increase community awareness of our unique population here</li> <li>See if there is interest in forming a Chinese Steering Committee that would involve volunteers, family members and residents from the Jade home area to teach the staff</li> <li>Post information for staff and participate in any provincial or federal recognition activities</li> <li>Develop resident activities appropriate for recognizing what this day is about and implement them on September 30 2021 for the first time</li> <li>Consider leading all meetings with a Land Acknowledgement and develop one for Chester Village</li> </ul>	<p>Ongoing</p> <p>Activation Manager</p> <p>Sept 30, 2021</p> <p>2023/24</p>	<p>Activation Manager</p> <p>Family &amp; Community Coordinator</p>	<p><b>Update 2021</b> → Attempts to involve Chinese community groups to assist us were not successful, mainly due to language barrier and opportunities available. A call for family volunteers for the Steering Committee has been met with some interest but participation was not consistent.</p> <p><b>Update 2022</b> → There is a consistent group of families who assist the staff with translation and cultural events on a regular basis and this seems to work best</p> <p><b>Update 2023</b> → Status quo</p> <p><b>Update 2021 In Progress</b> → Chester Village recognized the first national Truth &amp; Reconciliation Day by promoting the Orange Shirt Day with staff and asking for participation which many did; Also resident Discussion Groups on this topic were developed and held as activities on Sept 30. The Board and CEO will discuss in 2024 if they wish to consider a land acknowledgment before their meetings</p>
<p><b>FINANCIAL:</b> Collective Agreement not settled for 2021 and beyond; trend for this home is to be at least 2 years behind to no fault of Management – staff do not seem to push the issue and like the lump sum payout but this creates a financial burden on the home.</p> <p><b>*NEW*</b> Pandemic Funding and potential financial burden to the operations of Chester Village</p>	<ul style="list-style-type: none"> <li>Open communication with the union to settle the outdated collective agreement</li> <li>Secure approval from the Board of Directors prior to negotiations for monetary items</li> <li>Plan for next round of bargaining so that we may actually have an agreement that is current</li> <li>Financial impact was great because of the 3 year wage reopener and the impact this had on successive years that was not accounted for in the budget as it could not have been anticipated</li> <li>The cost of the pandemic has been extraordinary to date (2 million to date) but the Ministry has committed to continuing pandemic prevention and containment funding until March 2022 and the Home has been able to manage all costs within the funding received</li> </ul>	<p>End of 2021 and ongoing</p> <p>2020 and ongoing</p>	<p>CEO</p> <p>CEO Board Financial Coordinator</p>	<p><b>Update 2021</b> → CA expired Dec 2021; negotiations begin in 2022 (CUPE continually has a change in reps delaying process)</p> <p><b>Update 2022</b> → Bill 124 repealed; wage reopener now in discussion for 2019-2021</p> <p><b>Update 2023</b> → Negotiations and conciliation held; no deal finalized</p> <p><b>Update 2024</b> → Arbitrator award received June 2024; CA expired Dec 2023</p> <p><b>Update 2021 Ongoing</b> → The financial statements show we are on target with funding revenues and expenses for the pandemic; the Board is aware and is committed to covering any costs over and above the funding if needed</p> <p><b>2022</b> → Funding ending but other funding sources were increased to offset ongoing cost</p>

BARRIERS	Action Plan	Target Date	Responsibility	Status Report
<p><b>EMPLOYMENT:</b> Chester Village is starting to see turnover of staff due to retirement as many of our employees across all departments have aged in place, as well as issues with extended medical leaves for our staff.</p> <p><b>*NEW*</b> COVID-19 and the mandatory vaccine policy for LTC Homes may impact staffing retention as well as recruitment especially since the sector as a whole is in HHR crisis</p>	<ul style="list-style-type: none"> <li>Managers to dialogue with their older staff in advance of their 65<sup>th</sup> birthday to determine what their retirement plans are</li> <li>Managers to have a recruitment strategy in place by looking ahead each 6 months to determine needs replacement</li> <li>Continue to liaise with the schools to have a constant stream of students PSW, RPN, RN to draw from as new hires</li> <li>Assess what effect on staffing levels the mandatory vaccine policy will have and adjust</li> <li>Recent announcement by the government to increase direct care staffing over the next 4 years will assist in this endeavour; consider advertising with that projection in place of what future staffing will look like</li> </ul>	<p>Ongoing</p> <p>Continuous</p>	<p>Department Managers</p> <p>Department Managers, Staff Educator</p>	<p><b>2021</b> → Replacing staff who are retiring is not an issue as the part-time staff are available for the full-time spot. <b>Update 2022</b> → We had the most retirees across all depts this year. Managers still need to work on anticipating their dept staffing needs in advance of the vacancies and recruiting for this. <b>2023</b> → Status quo</p> <p><b>2021</b> → Out of 240 active staff, Chester Village may lose 5 due to the mandatory vaccine policy which will not cause undue hardship in itself; Continue to work on strategies to recruit new staff while we wait for details of the increased funding for direct care staff <b>2022</b> → Ministry revoked mandatory vaccine requirement for LTC workers and 3/5 staff returned to previous job</p>
<p><b>COMMUNICATION:</b> Website was newly designed in 2015 but will need updating and reviewing for changes annually. There is a need for a resident newsletter and staff newsletter to be created to better share information.</p>	<ul style="list-style-type: none"> <li>Research new website design companies and plan a budget for an upgrade</li> <li>Design and create a new website that will meet legislative requirements and allow the home to have the ability to change information on a monthly basis (ie post events/calendars/jobs, etc)</li> </ul>	<p>2021 and ongoing</p>	<p>CEO Office Manager</p> <p>Activation Manager</p>	<p><b>Update 2021</b> → In progress, the pandemic has hampered our ability to keep the website up to date; email and virtual communication has increased significantly <b>Update 2022</b> → Minor changes made to include IPAC information for the home to keep the public updated. Lack of resources and time to start newsletter project. <b>Update 2023</b> → Minor but significant changes made to website this year to meet the new Fixing LTCH Act, 2021 which had us add specific standards/plans to the site</p>

<p><b>TRANSPORTATION:</b> An increasing number of residents without available transportation to take them to appointments, etc (due to either finances or no family support)</p>	<ul style="list-style-type: none"> <li>• Explore community resources that provide transportation to appointments, shopping, etc for seniors</li> <li>• Explore financing opportunities that may be available ie ODSP, PG&amp;T may have extra funds available for these costs</li> <li>• Ensure all residents are provided with an opportunity to apply for Wheel Trans services</li> </ul>	Ongoing	<p>Family &amp; Community Coordinator</p> <p>Activation Manager</p>	<p><b>2021/2022</b> → Wheel Trans clinics have been arranged on site and all eligible residents receive the program. The F&amp;CC regularly scheduled the clinics and surveys the staff to determine who is in need. Chester Village has a contract with taxi company to provide service as needed.</p> <p><b>Update 2023</b> → Status quo</p>
<p><b>COMMUNITY INTEGRATION:</b> Lack of opportunity for residents to engage in previous ‘life’ experiences in the community due to care needs and living in LTC</p>	<ul style="list-style-type: none"> <li>• Determine, upon admission, resident involvement in their community prior to move to LTC</li> <li>• Whenever possible, allow for residents to continue with community activities (attend their own church, attend day programs, volunteer) outside of the home</li> <li>• Offer to hold community meetings at Chester Village, in particular those that our residents were previously interested in</li> </ul>	Ongoing	<p>Family &amp; Community Coordinator</p> <p>Activation Manager</p>	<p><b>Update 2021/2022</b>→ Status quo; the pandemic has severely limited our ability to have increased community integration due to many services closed, Chester Village not accepting outside in person meetings or groups. We are slowly working our way back to allow musical groups back in from the community for the resident’s well-being</p> <p><b>2023</b> → Needs are identified upon admission. Several examples this year of community integration – arrangements made with families who wish to have a memorial service here of deceased residents, involved with the local BIA to hold meetings here and with their community street event, we are an election polling site and we have welcomed the Kiwanis back to meeting in person.</p>

It is our attestation that this plan is reviewed at least once annually during Leadership & Partnership Team meetings for relevance and is updated in accordance with the Home’s needs at that time.

\_\_\_\_\_  
CEO

\_\_\_\_\_  
DOC