



April 3, 2020

Dear Residents, Volunteers, Clients, LTC Families, SCOC Members, and Staff

To begin with, please be assured that the Board as a whole is deeply concerned for the welfare of our community, both residents and staff, during these difficult and frightening times. We remain fully committed to, and supportive of, our tireless CEO, Management and Staff. We are committed to taking every measure possible to protect the welfare of all who cross our thresholds. As our CEO has been communicating directly in response to personal communications she has received, we will spare no expense to work towards these goals.

At this time, I am writing to you all on behalf of the Board, in recognition of the most recent developments at SCOC and the concerns being expressed to Management or directly to myself. Specifically, I want to address the following issues:

- Communications
- Staffing
- Isolation protocols and changes in services

Communications:

- Trust that the Board and I are in constant communication with the CEO and apprised of daily developments, plans and concerns being brought forward by the community and their families, and we provide feedback, direction and support as and when needed by the CEO and Management.
- Trust that I remain open, on behalf of the Board, to receiving direct, formal, written communications if the issues are significant and the concerns or complaints relate to the CEO directly. All other communications are to be directed to the appropriate Managers, Directors or CEO and they will communicate as and when necessary to the Board as indicated above.
- Trust that we understand that no matter how hard we try, not all people receive, comprehend, or share accurately the messaging being provided by the Management. Please trust that we are all working very hard to continue to improve and expand the nature, clarity and content of the communications. Please also know that there will always remain matters of personal, ethical, regulatory and professional confidentiality which must be respected, including the details of confirmed or suspected fatalities resulting from the COVID virus, and the details of those who may or may not be infected.
- We ask that you trust that you will be told all the available and pertinent information as soon as it is possible and necessary to do so.

- We ask that you trust the CEO and Management and adopt the “no news is good news – or at least not bad news” attitude rather than “no news means we are being kept in the dark” attitude. One is an attitude of faith versus one as an attitude of fear. We must all work to shift from fear and distrust to faith and trust in all instances.
- We highly recommend that every resident’s family members or caregivers sign up for the email notice distribution list so they too will receive all notices at the same time as everyone else. Not all family or caregivers have registered their emails with SCOC to receive updates.

Staffing

- Trust that SCOC Management is working very hard and continually with the union, Ministry of Health and Long Term Care, and Michael Garron Hospital to ensure we are able to maintain the necessary levels of staffing (and equipment and supplies).
- Staff members are being re-assigned to new, and/or multiple duties when their normal assignments are no longer necessary due to reduction or cancellation of their normal duties. This is to ensure we can keep people working as long as possible as well as allowing the provision of new, unconventional but necessary forms of service such as meal delivery and door to door tea room service. As such, your dedicated staff is both scared and making deep personal efforts to adjust to new routines, duties and roles. We pray for all to be patient and supportive of each other as everyone struggles to find their way in the ever changing “new normal”.
- Trust that volunteers are being utilized only if they are deemed capable by our Management team and they are being supervised as required by the necessary qualified staff members. We trust that everyone will be gracious and recognize that we all will make mistakes, especially when facing new and challenging, and in this case, often frightening new circumstances.

Isolation protocols and changes in services

- Please trust that all incremental isolation measures which are being introduced at the community are done so by Management in an advised and proactive manner and/or as directed by the Department of Health, the Ministry of Health and Long Term Care, and the various professional associations to which our staff belong. Our home has in fact been a leader in the measures we have and continue to take, and this has been recognized by all our healthcare partners.
- Management is working collaboratively, constantly and creatively to ensure every effort is made to support our residents in their homes, with services ranging from food services, shopping, exercise and entertainment, social and family contact via technology, and the provision of spiritual care through sermons and messages from our Chaplain. We recognize that it is hard to have our normal life disrupted and that there is no true

substitution for the way things were a month or even a day before. We pray, however, that should these efforts cause legitimate concern or if there are positive comments on how we may improve, that these concerns and comments are relayed directly to the Management, and that front line staff are always made to feel welcome that their efforts are appreciated. Remember that, as I have mentioned, this is all new to them as well and just as difficult in the giving as it may be in the receiving.

In closing, I am reminded of the words of Paul to the Romans:

Be devoted to one another in love. Honor one another above yourselves. Never be lacking in zeal, but keep your spiritual fervor, serving the Lord. Be joyful in hope, patient in affliction, faithful in prayer. Share with the Lord's people who are in need. Practice hospitality.....

Rejoice with those who rejoice; mourn with those who mourn. Live in harmony with one another.

If it is possible, as far as it depends on you, live at peace with everyone.

God Bless you all in these difficult times.

Yours in service,



Murray Oliver

Chair, Board of Directors

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c.c. Board of Directors, SCOC