

## McKenna, Neil

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**From:** anne.dawson@hrsdc-rhdcc.gc.ca  
**Sent:** Sunday, April 19, 2020 12:53 PM  
**To:** Stickney, Matt; Chin, Ben  
**Cc:** ophelia.john@hrsdc-rhdcc.gc.ca  
**Subject:** FW: LTC and Seniors Living Update  
**Attachments:** CAPES\_Presentation\_re\_Gov\_t\_Assistance.PPTX

Hi Matt and Ben,  
Hope you are both well.

I meant to copy you on the below email to keep you up to date on long term care. I think there may be a coordination role we can assist with here.

Please see below.

Don't hesitate to let me know if you have any questions or want to discuss further.

Best,  
Anne

### Anne Dawson

Chief of Staff, Office of the Minister of Seniors  
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**From:** Dawson, Anne AE [NC]  
**Sent:** April 19, 2020 12:31 PM  
**To:** 'sabina.saini@canada.ca' <sabina.saini@canada.ca>; 'Church, Leslie (SPAC/PSPC)' <leslie.church@canada.ca>  
**Cc:** Muccilli, Stephanie S [NC] <stephanie.muccilli@hrsdc-rhdcc.gc.ca>; 'kathryn.nowers@canada.ca' <kathryn.nowers@canada.ca>; Gerasimov, Boyan (SPAC/PSPC) <boyan.gerasimov@canada.ca>; Ophelia John (ophelia.john@hrsdc-rhdcc.gc.ca) <ophelia.john@hrsdc-rhdcc.gc.ca>  
**Subject:** LTC and Seniors Living Update

Hi Sabina and Leslie,

Hope you are both having a good Sunday, despite the grey skies.

Please find attached a deck from the Canadian Association to Protect and Equip Seniors Living (CAPES), the organization that represents 40 per cent of Canada's seniors living sector. (You may already have received this from CAPES).

CAPES represents 26 mostly big players across the country (Sienna, Revera, Chartwell), but includes some small independent seniors home operators. They believe they have a plan to address the issues of PPE and facility space, although they are requesting federal government assistance on both fronts.

Melody Lo and Michelle Roth, who are heading up this conglomerate, have requested our assistance in bringing together CAPES and the provinces to see if they could work together to make their proposal work. The thrust of their

proposal is two fold: to open up space in their many retirement homes across Canada to take in long-term care residents that need to be isolated in long-term care homes but they do not have the space to do so properly (they do not think hotels would work); and to serve as an online hub to coordinate and track all orders of PPE for seniors living across Canada.

The big players in this conglomerate are voluntarily ordering 35 per cent more than they need as a reserve to help the smaller independent operators and they propose to provide this PPE to them at cost or lower.

CAPES has had a difficult time getting the ear of the provinces on this proposal and would like the federal government to assist and bring CAPES and the provinces to the table to discuss. They would like the hospitals surge fund, which was set up by the provinces (at least Ontario) at the beginning of the pandemic, to be diverted to this initiative.

Our Seniors team would be pleased to work with you to coordinate this.

On another related matter, the Deputy PM asked Minister Schulte to work closely with Ontario Min of Long Term Care Marrilee Fullerton and BC Minister of Health Adrian Dix to determine what they need and where we can assist. Specifically, she asked the Minister to reach out to Min Fullerton to discuss Ontario's needs and to ask Min Dix to share any documents he has on best practices given BC's success to date in flattening the curve.

Minister Schulte spoke with Min Dix a few weeks ago when she was doing outreach to all her PT counterparts, at which time he indicated the strong relationship he has with Min Hajdu so your bosses may already be in these discussions at your respective PT tables. Please advise on any updates you may have had at your PT tables on this and let me know if you have any concerns.

And finally, I have attached the contents of an email Min Schulte received from Kirsty Duncan. She raises several issues that are already being discussed internally and with your PT counterparts and Min Schulte is keeping in close touch with Kirsty but some of the points may be better addressed at your ends. Please let me know any information we might pass on to Kirsty in response to these concerns.

Thank you.  
Best,  
Anne

Dear Chrystia and Deb,

Good evening.

Following Deb's call bringing health, PSPC, Labour, DPMO together (I hope I included everyone?), I was asked to put some ideas together.

I think if you are going to move forward on some/all, it will need a coordinated group of Ministers working together on a regular basis to address the crisis in LTC (as I think has been done on procurement?).

Quebec has asked for help.

Will Ontario ask for similar help, will they ask for help on some parts, or are there opportunities to work in partnership in some areas?

Hope this provides a starting place for some discussion?

Kirsty

## LTC

(Retirement, Seniors, LTC Residences)

### **PPE**

1. Ontario and Quebec are in crisis.

- have there been discussions with Premiers/Ministers to assess LTC needs?
- what are the P/T PPE requirements for LTCs, by item and amount of stock?
- will Ontario make the same request as Quebec for Canadian Forces support, and if so, are we able to respond?

2. We need to understand what is actually available in terms of newly acquired federal stock.

- what was delivered to Canada, and when?
- what was delivered to Ps and Ts, and was it usable?
- what percentage of P and T deliveries was for LTCs?

3. We need to understand what is actually available in the national stockpile (NESS).

- how many masks and other necessary PPE items are in the national stockpile, and are they useable (i.e. not past due date)?

4. To meet urgent P and T demand, is there stock from the national stockpile (NESS) that could go directly to P and Ts for LTC, and, if so, when?

### **Testing**

1. Every staff member currently working in an LTC has to be tested, and tested on a regular basis.

2. Every LTC resident, every LTC admission, and any LTC transfer in, out and return, needs to be tested.

3. We need to understand who is infected and who is not, stop infected workers from working and effectively isolate infected residents.

4. Can PHAC, provincial bodies or IPAC put up testing infrastructure at every LTC?

### **Infection Control**

1. Could IPAC send infection control experts to each affected LTC residence to determine what is needed to stop the spread in that particular residence?

### **Reduce Crowding/Increase Social Distancing in LTCs**

1. Identify all available hotels (from our federal stockpile) that could start accepting healthy residents immediately.
2. After residents have been tested and found to be negative for COVID, could those who are mobile, those who are not at risk of fracture, and those who do not have dementia/wandering risk be relocated safely to a stockpile hotel?  
- if so, what healthcare workers would be needed to support them?
3. Those who test positive for COVID and require medical attention must receive it.

### **Increase LTC Staff**

1. If we can assure frontline workers that they have commensurate remuneration, the necessary PPE and access to testing, they might actually feel safe enough to come to work.
2. The following could be done today: the Provinces could ask each LTC about the required complement of staff by category, and the details of any staff shortages by category.
3. Each Province could establish a centralized website/service to fill missing positions. If this is done, could we help to support?
4. Is day care an issue, as I am hearing? If so, are there channels for support?
5. The Michener Institute at UHN is working on a quick orientation programme for helping in LTCs that “should be live in a matter of days”. More details to come (in the meantime, please do not disclose).

**Anne Dawson**

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# Canadian Association to Protect and Equip Seniors Living (CAPES)

## Request for Governmental Assistance

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## Genesis of CAPES

The COVID-19 pandemic brought to light the struggles of the systemically under-resourced sector that serves our most vulnerable populations.

In early April, Melody Lo of RFA Capital, through her work with Dr. Joseph Wong and the Yee Hong Centre for Geriatric Care (a not-for-profit LTC group) quickly identified the immediate dangers of the sector's limited access to PPE (Personal Protective Equipment).

She asked Michelle Roth of Goodmans LLP to deploy the firm's Aging & Healthcare platform, SenbridGe by Goodmans, to help launch a volunteer-based PPE initiative.

The purpose of the initiative, now called CAPES (Canadian Association to Protect and Equip Seniors Living), was to enable industry leaders to obtain much needed supplies not only for their residents and staff, but also for the numerous communities of smaller seniors living operators who have even more limited resources and access to PPE.

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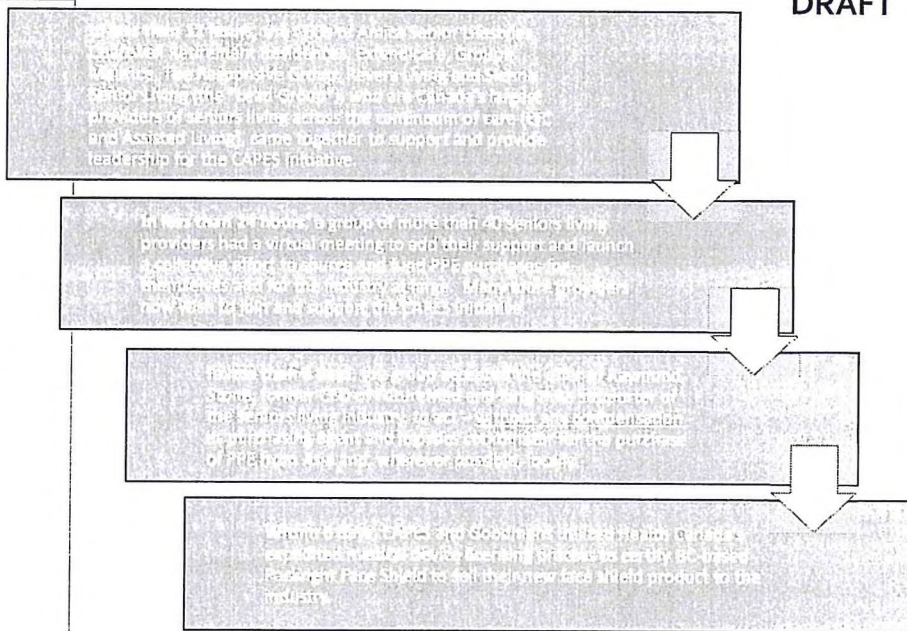
### What was the response?

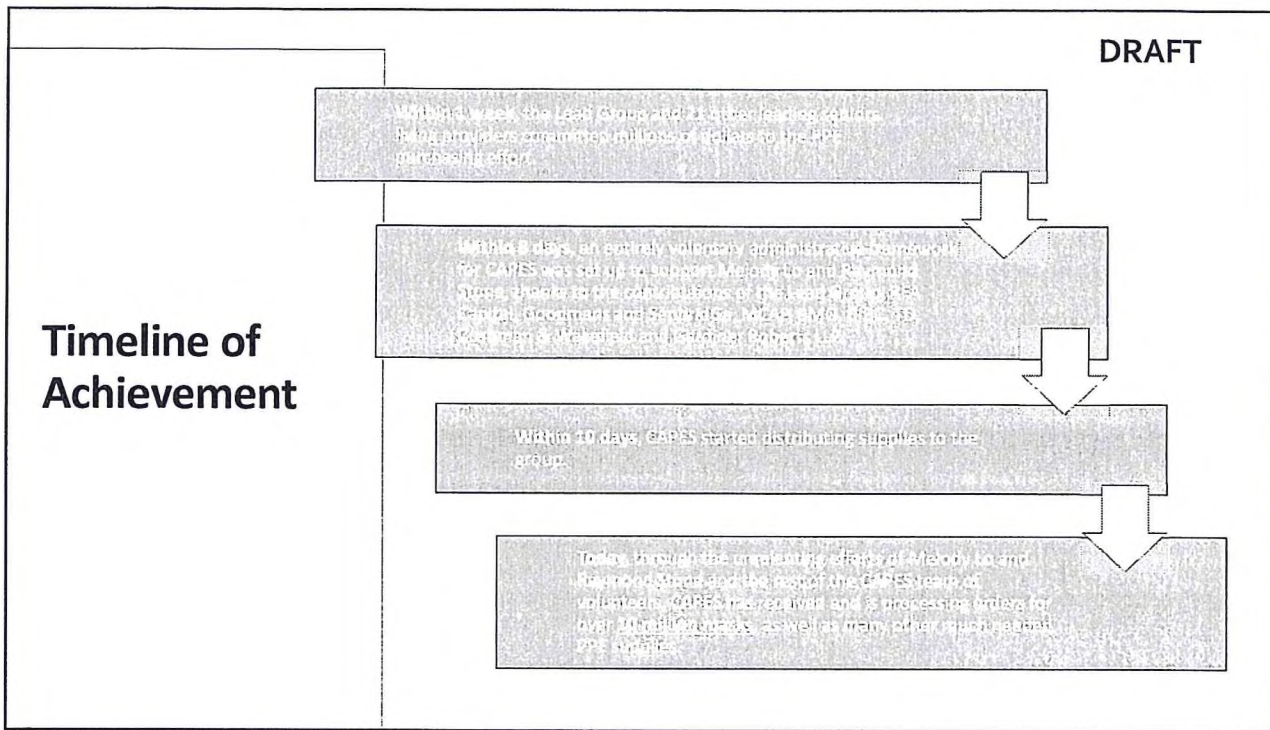
We experienced an **immediate and shared recognition** that the entire industry was suffering from a major PPE shortage in the face of the demands of dealing with COVID-19.

We all knew that the COVID-19 outbreak situation in Canada could not be effectively addressed in the near term (or permanently) without adequate and prompt help for the seniors care sector and that it was up to the industry to take whatever actions it could to protect as many of their seniors and caregivers as possible.

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### Timeline of Achievement





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## Helping Smaller Operators

One of the founding objectives of the CAPES initiative was to ensure that smaller operators had access to PPE.

Accordingly, the CAPES collective agreed to fund a 35% increase in each order to create a reserve inventory of millions of PPE items available to smaller operators.


Smaller operators (even if they could access PPE) cannot tap into the benefits of volume pricing. The CAPES 35% reserve initiative provides an avenue for smaller operators to purchase supplies at cost.

The distribution of this 35% reserve PPE is being coordinated through industry associations across Canada, including *BC Senior Living Association, BC Care Providers Association, Safe Care BC, Ontario Long Term Care Association, Ontario Retirement Communities Association, Advantage Ontario and Regroupement Quebecois Des Residences Pour Aines.*

This week CAPES received a very generous donation of PPE items from *Point Click Care*, a large technology and software supplier to the sector, all of which will be made available to the smaller operators.



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## New Online Supply Hub

Thanks to the ongoing volunteer efforts of *Goodmans*, *SenbridGe* and *ShipFusion*, CAPES is rolling out an online supply hub for the reserve PPE inventory, which will be exclusive to smaller LTC and Retirement Home operators and open up broader and more streamlined access to the PPE supplies.

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## About SenbridGe by Goodmans

**SenbridGe by Goodmans** ([www.senbridge.ca](http://www.senbridge.ca)) is a networking and advisory platform focusing on seniors living, healthcare and aging in Canada.

Having earned the trust and confidence of the key industry stakeholders over multiple decades of experience, SenbridGe is uniquely positioned to provide industry leadership and facilitate collaboration across all aspects of the Canadian seniors housing and aging sector.

SenbridGe also has platforms to delivery sector-wide support for diversity & inclusion, growth and mentorship for aspiring leaders and charitable and other outreach programs.



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## SenbridGe Constituency

SenbridGe conferences and networking initiatives bring together senior leaders from a wide range of industry participants to build relationships, partnerships, and industry knowledge.

Participating organizations include:

- All of the major senior housing owners and operators in Canada (including Quebec) encompassing long-term care, assisted living and seniors apartments.
- Canadian pension plans and infrastructure funds, global seniors housing REITs and other investors in the Canadian industry.
- Home health care providers.
- All of the major Canadian banks, CMHC and other lenders.
- Technology companies and other innovators in the healthcare sector.
- Feasibility/Valuation advisors, Brokerages, Accounting and Law Firms.

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## SenbridGe Platform

The seniors living industry in Canada is close knit and unlike many other industries, able to put competitive concerns aside to quickly assemble and execute united strategies.

SenbridGe supports this collaborative landscape and its extensive network provides:

- Unparalleled access to senior leaders in all aspects of the Canadian senior housing and aging sector.
- The ability to quickly enumerate common goals among industry participants across the country.
- The capability to act as a hub for industry led initiatives, including recent efforts targeted at destigmatizing aging in Canada and CAPES.



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## Growth and Capabilities of CAPES

CAPES was deployed using the SenbridGe communications and collaboration platform and its reach includes the top 20 seniors living operators.

Our platform for sharing information is agile and for example, gave us quick first-hand knowledge from the operators when their shipments were seized.

The breadth of our expertise and skillset allowed us to quickly implement a way to help the entire sector.

The regular and open exchange of knowledge provided new and varied options for supply so that we could minimize the risks of using the same suppliers.

Our supply hub function now encourages and enables large-scale donations, such as the millions of masks donated by *PointClickCare*.

We are learning from this experience to better the Canadian seniors living sector for future crises.

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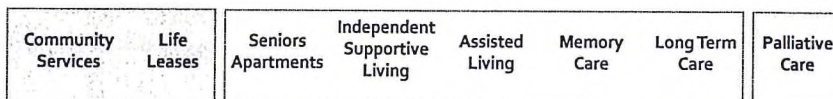
## Reach of SenbridGe and CAPES

The CAPES collective that SenbridGe and CAPES are directly working with represents approximately 40% of the Canadian seniors living sector.

When we factor in the smaller operators, who sometimes contact us directly, but are mainly accessed through the various industry associations, the reach is closer to 60-65% of the total industry (and growing).

*\*See Slides 14 - 15, prepared by Cushman & Wakefield*

### Industry Continuum of Care:



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## Constituency is Diverse

Our constituency is diverse. Our members comprise:

- Publicly traded organizations.
- Organizations owned by Canadian pension plans and infrastructure funds.
- Homes that receive various types of public funding (eg. LTC in Ontario, supportive living in Alberta and assisted living and residential care in BC).
- Homes that are private pay.
- The above groups include both for-profit and not-for-profit organizations.

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## Strong Leadership

The Lead Group's management teams have decades of sector experience and unfailing dedication to their residents.

Management and boards of these lead organizations include many prominent individuals, such as:

- Michael Harris, Chartwell Retirement Residences
- William Davis, Revera Inc.
- Hazel McCallion, Revera Inc.
- Dino Chiesa, Sienna Senior Living
- Alan D. Torrie, Extendicare

Across all Canadian Provinces

## Seniors Housing & Long-Term Care Home System Capacity

Across all Canadian Provinces

Prepared by:

The following table summarizes the estimated national inventory of retirement home (primarily independent & assisted living and memory care) units and long-term care home beds, by province:

Province	Population Age 75+	Total System (A-B)		Retirement Home (A)		Long-Term Care Home (B)		Spaces per 1,000 Age 75+	
		Number of Residences	Total Spaces	Number of Residences	Total Spaces	Number of Residences	Total Spaces	Retirement	Long-Term Care
Canada		550	59,908	355	31,779	195	28,129	55	27
British Columbia	450,327	650	29,924	127	14,240	523	15,684	33	35
Alberta	236,603	310	28,674	103	7,530	207	21,144	24	109
Saskatchewan	81,160	336	14,414	64	5,050	272	9,364	55	106
Manitoba	92,300	130	14,236	731	62,633	56	78,247	55	70
Ontario	1,119,561	1,377	140,530	1,259	123,363	118	17,167	177	77
Quebec	695,310	2,115	176,030	35	3,749	2,080	172,281	29	50
New Brunswick	54,617	131	3,616	33	1,328	98	2,288	29	50
New Scotia	79,274	174	9,090	33	1,328	141	7,762	43	104
Prince Edward Island	11,501	50	2,540	38	2,801	12	2,739	55	71
Newfoundland and Labrador	29,801	127	6,706	29	2,801	98	3,905	55	71
<b>Total System Capacity</b>	<b>2,822,028</b>	<b>5,417</b>	<b>464,908</b>	<b>2,918</b>	<b>256,295</b>	<b>2,499</b>	<b>208,613</b>	<b>53</b>	<b>74</b>

Notes:  
 [1] Canada Mortgage and Housing Corporation (CMHC), Seniors Housing Report, 2019  
 [2] Office of the Seniors Advocate British Columbia, British Columbia Long-Term Care Facilities Quick Facts Directory, 2019  
 [3] Alberta Health Services, List of Funding Funded Facilities, Figures Interim only, exclude Designated Supportive Living (SGL), September 2019  
 [4] Government of Saskatchewan, Continuum of Care, 2019  
 [5] Various sources including the Ministry Regional Health Authority, October 2019  
 [6] Ontario Long-Term Care Inventory, February 2019  
 [7] Various sources including Ministry of a Senior Services, includes Centre of Management of de Seniors de Longue-Côte (CGLS) and Plus source Interim (SGL) 2014-2015  
 [8] Government of New Brunswick, Social Development, 2019  
 [9] Government of Nova Scotia, Housing Home and Residential Care Facilities Directory, April 2019  
 [10] Government of Prince Edward Island, Department of Health and Wellness, Public & Private Nursing Facilities, 2019  
 [11] Government of Newfoundland & Labrador, Long-Term Care Facilities Directory, 2019

## CAPES and Affiliate Organizations

Prepared by:

The following table summarizes the number of retirement and long-term care home spaces managed by the operators who are affiliated with CAPES and other provincial seniors living and care home associations:

Organization	Number of Residences	Total Spaces	% of Total Spaces
<b>Total Industry System Capacity</b>	<b>5,417</b>	<b>464,908</b>	<b>100%</b>
<b>Lead Organizations</b>			
CAPES [1]	1,282	177,063	38%
Other SenbridGe participants [2]	69	10,239	2%
Sub-Total	1,371	187,702	40%
<b>Affiliated Provincial Associations [3],[4]</b>		<i>(Estimates)</i>	
BC Care Providers Association (BCCPA)		12,000	3%
BC Senior Living Association (BCSLA)		16,325	4%
Alberta Seniors Communities & Housing Association (ASCHA)		40,000	9%
Seniors Housing Society of Alberta (SHSA)		8,000	2%
Advantage Ontario (AO)		44,000	9%
Ontario Long-Term Care Association (OLTCA)		55,000	12%
Ontario Retirement Communities Association (ORCA)		60,000	13%
Regroupement Québécois Des Résidences Pour Aînés (RQRA)		88,000	19%
Sub-Total		323,325	70%

Notes:  
 1) CAPES is primarily comprised of organizations that are SenbridGe participants  
 2) Operators who are SenbridGe participants but who are not included in the initial CAPES group noted above  
 3) Estimated number of residential spaces operated by the membership of the Affiliated Provincial Associations  
 4) The Lead Organizations and Affiliated Provincial Associations datasets are not mutually exclusive.  
 Many of the operators who form part of the Lead Organizations segment, also maintain membership in the Affiliated Provincial Associations

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## What do we Need?

We believe that our reach can help governments streamline their communications and support to the industry, as well as developing a much needed direct portal for seniors living leaders to provide a better understanding of the COVID-19 related needs and risks (as well as ongoing concerns) to government.

The entire sector remains under-resourced and under-represented and CAPES operates on an entirely informal voluntary framework. **We need help!**

- The biggest challenge right now for our suppliers is to get through the “red tape” and obtain authorization to manufacture for export out of China. We need governmental help to locate people on the ground with the right contacts and understanding of the process to help our suppliers get the approval they need to get to Shanghai, and from there to expedite air shipments as soon as possible to Canada.
- Through our relationships, we have found some manufacturers who are able to produce 3 million masks a day, but we have not done business with them in the past and would like to have the product tested and verified to Canadian standards before putting down 50% deposits for large orders. We therefore need a team with the expertise to verify and test the product for us.

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## What do we Need? (cont'd)

- Given the increase costs for the supplies, we need the federal government to extend the program of providing aircraft to ship the PPE safely to Canada with adequate security to escort the products from the manufacturer onto the plane to ensure nothing is seized or hijacked.
- We also need access to **decision makers at the provincial level** who can, like the federal government contacts we have been fortunate to establish, act quickly to deploy resources. This includes:
  - Providing immediate access to PPE from supplies now being stored by the provincial governments for hospital use (especially isolation gowns) for LTC **and the rest of the seniors living sector.**
  - Arranging preferred and regular access to Canadian PPE manufacturers (especially for isolation gowns) who can give priority to seniors living operators locally.
  - Obtaining and deploying testing kits to the sector through our platform so that we can ensure the right groups are getting them efficiently and in sufficient quantities.

## Lead Group and Supporting Partners

### Founding Members

  
EXPERIENCE

  
**CHARTwell**  
retirement residences

  
... helping people live better



  
**Raymond Stone**

  
COMMUNITIES

  
**revera**

  
**RFA**  
CAPITAL

  
*Sienna*  
SENIOR LIVING

  
**SENBRIDGE**  
... bridging

### Supporting Partners

  
**BMO**

  
**CIBC**

  
**CUSHMAN & WAKEFIELD**

  
GARDINER ROBERTS

  
**MCAP**

  
**TD**

## Additional CAPES Members

  
**ALAYIDA**  
LIFESTYLES

  
**BERWICK**  
RETIREMENT COMMUNITIES

  
Crown Ridge Health Care Services Inc.

  
**FIELDGATE**

  
**HORIZON**  
RETIREMENT SAVINGS

  
*Jarlette*  
Health Services

  
**MTCO**  
HEALTHCARE

  
**ORIGIN**  
ACTIVE LIFESTYLE COMMUNITIES

  
**Oxford**  
Living

  
**parc**  
retirement living

  
**PARKPLACE**  
COMMUNITIES

  
*Parkwood*  
SENIORS COMMUNITY

  
**peopleCare**  
communities

  
**SCARBOROUGH**  
RETIREMENT RESIDENCE

  
**SCHLEGEL VILLAGES**

  
**SOUTHBRIDGE**  
CAPES RESIDENCE

  
**大統華 T&T**  
Supermarket

  
**Elden**  
COMMUNITIES

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Thank you.