

**Hastings Manor Family Council special meeting**  
**Re: CBC Marketplace report**  
**February 1, 2018**

In attendance:

CAO of the County of Hastings  
Deputy Clerk of Hastings County  
DOLTC/Administrator of Hastings Manor  
Family Council Members: 12

Meeting began: 6:30 pm

FC members received a copy of AdvantAge Ontario's response to the CBC Marketplace episode.

The CAO requested this meeting with members of HMFC to address concerns following the release of CBC's Marketplace report on abuse in LTC homes entitled "Crying out for Care."

Administration was given a week's notice that Hastings Manor would appear on the top 20 list of LTC homes reporting both resident on resident abuse and staff on resident abuse.

It appears that the CBC looked at public reports between 2011 – 2016, using all reports, including those that would later prove to be unsubstantiated. Homes are required to report first, then investigate.

Administration decided to undertake a more detailed analysis of incidents and the resulting action.

The CAO showed a chart outlining the actual cases of abuse and subsequent actions taken.

The numbers used by the CBC varied slightly from the numbers reported by Hastings Manor. For example, the CBC report showed 39 alleged cases of staff on patient abuse, while Hastings Manor showed 35 cases. After detailed analysis it was determined that only 15 of these cases were substantiated. These 15 cases broke down

as follows: Six cases of the call bell not being answered quickly enough; five cases of neglect; one case of physical abuse; one case of physical abuse (rough); one documentation abuse and one verbal abuse.

Documentation abuse could include failure to update the resident's care plan so that staff unknowingly followed wrong procedures.

In response to these cases, one employee was fired, three were suspended and 10 received coaching, for example online education.

The DOLTC/Administrator advised that all staff involved have been talked to, including the need to report on what their colleagues are doing. All complaints are reported first, then investigated to see if they are valid.

The CAO advised that there are approximately 300 employees at Hastings Manor and he acknowledges they must do more to educate their staff on the proper handling of residents. He also acknowledged that he cannot fix all the problems on his own. All he can do is be transparent with the situation and work to get the number of abuse complaints down to zero. He also advised that the future budget for Hastings Manor will be reduced by \$100,000.

Question: Do you keep data on the time of day that incidents occur?

Answer: The DOLTC/Administrator explained they do keep that type of data, especially when the complaints involve neglect. The Ministry has said they will be increasing the minimum number of hours staff must spend with each resident to four hours daily.

Question: Who makes the complaints?

Answer: Family, other residents, staff, anyone at all

The DOLTC/Administrator explained that the definition of abuse is very broad and can include not answering call bells fast enough or failure to update a resident's documentation properly. With the requirement to report incidents expanded, the numbers went up. Still, they realize that the expanded reporting is important to expose issues

so that they can be addressed. She explained that after receiving a certain number of reports the Ministry will come to check things out at the home. When that happens they may come across old incidents that were never reported, causing another black mark against the home. Administration is vigilant about reporting any incidents so that the Ministry doesn't think they are hiding anything.

Comment: I don't understand staff to resident abuse. Education after the fact does no good. Having even one case of abuse is wrong. It comes down to compassion.

Response from The CAO: I always say to any employee of the County, when you get up in the morning, ask yourselves How can I help somebody today? This isn't just a job. We are dealing with vulnerable people here.

Question: Do residents ever abuse the staff?

Answer: The DOLTC/Administrator said that would not be reported to the Ministry.

Commentary: One woman told about her husband's stay at Hastings Manor. He sometimes slid out of bed and couldn't get up. He would call out for help but no one was around to hear him. Finally a PSW determined an old piece of foam on the bed was causing him to fall. She hadn't got rid of it because she thought the family brought it in. No one knew the origin of the foam. The point being made was that the quick turnover of staff makes it hard for the workers to get to know the residents, their quirks and backgrounds.

The CAO expressed concern about future staffing. A large number of baby boomer RNs will be on the verge of retiring within the next three years. Everyone will be dealing with staffing issues. They have to make nursing look attractive to young people starting their careers. This problem will include RNs, RPNs and PSWs. Organizations cannot function without good, qualified staff.

FC Chairperson read questions submitted from people unable to attend the meeting, as follows:

Question: If a description of abuse is total disregard for personal preferences and constantly changing care attendants who lack attention for detail, making someone's life miserable and depressing, where is this inhumane attitude coming from? Fix it with the compassion that we want our loved ones to receive . . . everyone is suffering . . . staff and residents.

Question: What measures are in place at HM to immediately protect and comfort a resident who has just been assaulted or abused?

Answer: Staff will talk to the resident, assess the situation and send to the hospital if required. In all cases of abuse the police are notified. In order for charges to be laid, criminal intent must be present. Patients suffering from dementia would be unable to form criminal intent.

Question: Is there any pattern to the time of day as to when the reported assaults take place?

Answer: Stats are kept and the Behavioral Support Team meets monthly to review the cases. A behavioral change definitely accompanies sundowning.

Question: Is the staffing level sufficient in the evenings and overnight to prevent resident to resident assault?

Answer: The DOLTC/Administrator outlined the staffing guidelines they follow, while acknowledging that more staff is needed.

Question: What positive role can Family Council play to make Hastings Manor a safer environment for all residents?

Answer: The CAO said they are open to ideas on how the situation can be improved. He then outlined a pilot project being tried at Centennial Manor, a 110 bed facility. At this facility they are letting residents sleep as long as they want and providing a Continental breakfast that is waiting for them whenever they get up. They are flexible if a resident prefers having a shower over a bath. Staff members are joining residents at meal time so that there is more of a family atmosphere. All changes being made for this pilot project must

be documented for Ministry support. If this pilot project is successful these types of changes could be used at Hastings Manor.

Question: Is there a rule on how many times PSWs must check on residents during the night?

Answer: Residents are checked once between 10 – 10:30 pm, again at shift change 11 – 11:30 pm and three additional times during the night. Morning care starts between 5:30 and 6 am.

Question: Is there a chance for residents to spend more time with other residents?

Answer: Staff has been discussing ways in which they can better engage the residents. Documentation requirements have greatly increased and this takes up some of the time that staff formerly spent with residents.

Question: Were the homes listed in the CBC investigation both private and government?

Answer: Yes

The CAO pointed out that media reports are driven by change, controversy and human interest. He emphasized that they are not backing away from allegations made in the report. They are being transparent with their issues and follow-up actions. The CAO also advised that Hastings Manor has the largest waiting list in the South-East LHIN (Local Health Integration Network).

Question: Do private homes have the same funding as government homes?

Answer: Yes. The CAO also advised that Hastings Manor was built to standards higher than those required by the government.

Comment: A FC member expressed feeling better about the situation after learning that the definition of abuse is not as severe as originally imagined and can include documentation mix-ups.

Meeting ended at 7:30 pm.