



# Summary of COVID-19 Pandemic Re-Opening Plan

On May 14<sup>th</sup>, 2020 the Ontario Government announced how the province will start to re-open its economy and phase out some emergency restrictions that were imposed to combat COVID-19. Ontario will begin to phase-out its semi-lockdown starting on May 19<sup>th</sup>. The province developed a framework to guide its approach, outlining the principles to be used to responsibly “return to normalcy.”

As Sunbeam Centre developed its re-opening plan, we are guided by the province’s framework, which is guided by the advice of the Chief Medical Officer of Health and public health officials. With an abundance of caution, we have developed Sunbeam’s graduated re-opening plan with SAFETY as our top priority, recognizing the need for flexibility and the ability to adapt to changing circumstances throughout.

## SUNBEAM COMMUNITY & DEVELOPMENTAL SERVICES: RE-OPENING PLAN - GUIDING PRINCIPLES

<i>Ontario’s Plan to Re-Open the Province Principles of the Framework</i>	Sunbeam’s Re-Opening Plan GUIDING PRINCIPLES
<b>Responsible:</b> Public health and protecting the people of Ontario, especially those who are most vulnerable and at high-risk, will continue to be paramount and guide a gradual approach to loosening public health measures.	<b>RESPONSIBLE:</b> Public health and protecting the Sunbeam Community (clients, their families, staff, their families, volunteers, our valued partners, and local communities at large) especially those who are most vulnerable and at high-risk, will continue to be paramount and guide a gradual approach to responsibly and safely lifting pandemic precautions and defining our “new normal”.
<b>Evidence-informed:</b> Emerging scientific knowledge, public health data, defined criteria and consistent measures will inform the actions of the government, regions and sectors.	<b>EVIDENCE-INFORMED:</b> Sunbeam Centre’s re-opening plan will be informed by evidence-informed directives, guidance and recommendations from health, public safety and other government authorities.
<b>Resourced:</b> Sufficient health system capacity to respond to any resurgence in COVID-19 infections will be required to protect health care workers and the public and maintain the regular health system.	<b>RESOURCED:</b> Sunbeam will ensure that its graduated re-opening plan is developed and implemented in such a way to ensure that the required resources (staffing, equipment, supplies, etc.) are identified and available when and where needed, to safeguard the health and wellness of our stakeholders throughout all stages of the plan.
<b>Monitored:</b> Public health capacity for rigorous testing, timely contact tracing and case management will need to be in place.	<b>MONITORED:</b> Sunbeam will ensure ongoing monitoring of directives, guidance and recommendations from health, public safety and other government authorities throughout the implementation of its plan. Sunbeam will also carefully monitor the progress of our plan through all stages, to identify and mitigate any risks to client, family, staff, volunteer safety.
<b>Responsive and Effective:</b> Measures will be implemented quickly, clearly and efficiently, based on health capacity, safety and economic needs, and the need to tighten or restrict measures if surges or further outbreaks occur.	<b>CLEAR, EFFECTIVE AND RESPONSIVE:</b> Actions will be communicated clearly to all relevant stakeholders, including identification of timelines, responsibilities, objectives and expectations. Sunbeam’s graduated plan will be implemented effectively based on planned stages, while ensuring the responsiveness required to modify planned actions based on assessed risk and emerging issues.



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## PLANNING TEAM DECISION-MAKING FRAMEWORK

1. Personal biases will not influence the planning team making the right decision for the Sunbeam Community.
2. Management will lead by example.
3. The re-opening plan will work within known organizational resources, equipment and supplies, budget and other constraints.
4. The plan will be developed and applied in a standardized way, across the organization. Exceptions will be considered for inclusion in the plan and/or during implementation, but not at the detriment to safety or fairness.
5. We have great appreciation of, and compassion for the difficult emotional journey that our clients, their families, staff and other stakeholders have been on, and will continue to live through as the plan progresses. The plan will recognize this, and every effort will be made to not contribute further to the emotional stress of everyone involved.
6. Safety will always outweigh haste.
7. We accept that the planning and implementation process must be iterative and flexible to ensure success.
8. Implementation timelines will be dictated by health, public safety and other government guidance, as well as local pandemic environmental status, and assessed risk as determined by Sunbeam Centre leadership at every stage of the plan.
9. The planning process will include Senior Leadership, the Pandemic Committee (and liaise with the Joint Health & Safety Committee via the Pandemic Committee) and will be presented to the Board of Directors for review and direction.
10. The plan will be communicated to staff and our community via making it available on the Sunbeamcentre.com website once approved.
11. The plan will be reviewed / revised when / should more relevant information become available.
12. Updates on the status/progress of the plan implementation will also be made available on the Sunbeamcentre.com website on a regular basis once implementation commences.

Based on assessed level of risk to the safety and health of persons served and/or staff, Sunbeam reserves the right to introduce heightened pandemic precautions (beyond the guidelines provided by MCCSS, Public Health, and other government and health authorities), and/or to temporarily pause or revert to an earlier stage in provincial re-opening guidelines, and to apply either approach across one or more operating divisions, or to apply in a site specific manner.

A Summary of Sunbeam’s Pandemic Re-Opening Plan is provided on the following pages, in two sections:

A: COMMUNITY LIVING SERVICES, plan components 1, 2 & 3

B. SAFE CONTINUATION OF OTHER PROGRAMS, SERVICES AND SUPPORTS, plan components 4, 5 & 6

**GREEN shading indicates in progress and active or completed**

**YELLOW shading indicates pending or anticipated**



# Summary of COVID-19 Pandemic Re-Opening Plan

## A. COMMUNITY LIVING SERVICES

1. RESIDENTIAL / GROUP HOMES					
Essential Visitors Policy	Window Visits & Technology Enabled Visits	Person-Centered Support Plan Meetings	Outdoor / Indoor Visits	Anticipated Further Flexibilities to Visits from Family	Anticipated Return to Normal Operations, or "New Normal" post- pandemic.
<ul style="list-style-type: none"> <li>Directives and guidance provided by Ministry of Health and Ministry of Children Community and Social Services</li> <li>Ensure compliance with same – protocol has been in place since early Mar/20.</li> <li>Communicate to families and other visitors via signage and website messaging</li> <li>As government directives and guidance permit easing of this protocol, communicate same to all stakeholders, while remaining prepared should a "2<sup>nd</sup> wave" of the pandemic require a step back to original precautions.</li> </ul>	<ul style="list-style-type: none"> <li>Available and guidelines communicated since early March.</li> <li>Must be scheduled with the group home to ensure staff availability to be with the client.</li> <li>Will continue to be an available option unless directed otherwise by government.</li> <li>Technology includes use of cell phone, Facetime, Skype, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Person-Centred Support Planning is an integral component of ensuring that the changing needs and preferences of our persons-served are met through the services provided.</li> <li>We acknowledge the importance of continuing Person-Centred Support Plan meetings with Families even when face-to-face meetings are not possible.</li> <li>Technology such as phone or videoconferences will continue to be utilized wherever possible to accomplish these important engagement discussions.</li> </ul>	<ul style="list-style-type: none"> <li>Effective Jun 18/20, under the direction and guidance of the Ministry of Children Community and Social Services, congregate living sites serving vulnerable persons (such as Sunbeam's group homes) will facilitate "outdoor visits" between clients and their families, in full compliance with required protocols from government.</li> <li>Effective Jul 22/20, "indoor visits" are also permitted within the stated MCCSS guidelines.</li> <li>Front line staff have received education and information as to these new processes.</li> </ul> <p>Communication to all stakeholders regarding this new visiting option has been made available via website messaging.</p>	<ul style="list-style-type: none"> <li>Based on government direction throughout the COVID-19 pandemic so far, it is anticipated that further options for visits from families will be initiated by government based on its assessment of safety for vulnerable person at each stage of the pandemic.</li> </ul> <p>We are prepared to respond as and when government provides direction on further visiting flexibilities. We commit to continue keeping our community informed via website communications and by responding to any inquiries in a timely manner.</p>	<p>The following considerations and factors will develop over time, primarily through ongoing directives and guidance from government:</p> <ul style="list-style-type: none"> <li>Expanded flexibilities with regard to visits and outing for persons served in our group homes.</li> <li>(PPE) worn by staff and by families when interacting with persons served, other temporary precautionary measures impacting staff protocols in the group homes</li> </ul> <p>Sunbeam is prepared to respond, in full compliance, as and when government provides direction on further pandemic protocol flexibilities and reductions over time. We commit to continue keeping our community informed via website communications and by responding to any inquiries in a timely manner.</p>

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### 2. SUMMER CAMP AND CHILD/ADULT RESPITE\*

Summer Camp	Alternative Supports for Community Clients	Alternative Supports for Sunbeam Group Home Clients	Identify “Low Risk” Alternatives to Respite Until Resumption of Standard Programming
<ul style="list-style-type: none"> <li>Unable to proceed in 2020. Initial restrictions on Summer Camps from the province. Upon current-state environmental scan, <u>Sunbeam is unable to offer its standard Summer Camp program for the summer of 2020.</u> Safe distancing, size of group gatherings, appropriate program site requirements, anticipated reduced demand for this program – all contribute to greater risks in order to safely offer and manage this program in 2020.</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of alternatives to summer camp program, such as 1:1 supports, onsite / offsite, level of participation by families, ability to offer “small group”, limited time activities, technology / video enabled programs.</li> <li>All such alternatives will be dependent upon government directives and guidance, staffing / resource requirements, PPE supply, active health screening and other protocols in order to ensure safety of all participants and staff.</li> </ul>	<ul style="list-style-type: none"> <li>Same considerations as for Community Clients.</li> <li>Could also include increased offerings of in-group-home activities</li> </ul>	<p>Sunbeam’s overnight respite programs for Children and Adults are currently suspended under pandemic protocols.</p> <p>Until respite programs resume standard services, consideration of short-term day respite alternatives to still provide supports and caregiver relief to parents and families.</p> <p>Onsite/offsite, staffing, user fees, pandemic precautions (active screening, distancing, PPE, etc) for safety all need to be considered in any offering of alternatives.</p> <p>Consideration of use of “safe” locations for alternative programming, such as outdoors and larger indoor spaces.</p>

\* Will require a gradual reintroduction of services for community clients and their families, to ensure that the programs and services meet the anticipated demand for services and to remain open to innovative alternatives while safeguarding the health and wellness of all involved.



## Summary of COVID-19 Pandemic Re-Opening Plan

### 3. DAY PROGRAMS, POOL, THERAPEUTIC HOT TUB\*

Offering of Virtual Programs	Community Clients	Group Home Clients	Passport Drop-Ins Available	POOL, THERAPEUTIC HOT TUB
<ul style="list-style-type: none"> <li>While standard day program services are suspended, continue offering virtual day program alternatives for Community and Group Home clients who would normally attend day program.</li> <li>Continued delivery of appropriate activities, programs and technology solutions.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that our Community Clients who normally attend our day program have experienced a greater gap in service during the pandemic, as our Group Home Clients have benefitted from supplemental recreational and social activities offered within the group homes.</li> <li>Government directives and guidelines permit resumption of day program services effective August 17, 2020. Our gradual return to onsite day programming initially prioritizes Community Clients initially, and works within MCCSS day program re-opening guidelines.</li> <li>Considerations will include: staffing / resource requirements, PPE supply, active health screening, cohort size and other protocols in order to ensure safety of all participants and staff.</li> <li>Transportation to/from program is also an important consideration.</li> </ul>	<ul style="list-style-type: none"> <li>In the short-term, once government directives and guidelines permit resumption of day program services, our Group Home Clients will continue to receive supplemental recreational and social activities offered within the group homes.</li> <li>Once our day program services are serving the needs of our Community Clients, and pandemic conditions safely permit an increase in attendance, our group home clients will be invited to return to day program through a graduated process.</li> <li>Day programs may temporarily or permanently have adjusted operating hours, reduced attendance capacity, modified program and activity schedules, to be determined by pandemic and infection control directives and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>Once our day program services have resumed to normal (or “new normal”) operations, while ensuring the safety and health of all participants, the “Passport Drop-In” opportunities will then be offered.</li> <li>This will provide additional options and supports to Community Clients who may prefer drop-in opportunities for recreation and socialization activities.</li> <li>The higher attendance typically experienced on “drop-in” days will be a consideration in how the Passport Drop-In days will be structured, to ensure safety for all.</li> </ul>	<p>We are pleased to have our specialized swimming pool and therapeutic hot tub as beneficial amenities for use by our Community and Residential Clients.</p> <p>As these amenities are currently closed as part of our pandemic precautions, we do look forward to making these available for use in the future.</p> <p>There are unique concerns and risks associated with the operation and use of our swimming pool and therapeutic hot tub, with respect to infection prevention and control protocols during the COVID-19 pandemic, in the areas of: access to/from the pool area, use of change room and shower areas, and the likelihood for person-to-person contact in the use of lifting devices. Until such time that we have the authoritative guidance (from Public Health) as to how best to resume access to the pool / hot tub amenities in a safe and controlled manner, they will remain unavailable for use.</p>

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# Summary of COVID-19 Pandemic Re-Opening Plan

## B. SAFE CONTINUATION OF OTHER PROGRAMS, SERVICES AND SUPPORTS

4. OTHER RE-OPENING CONSIDERATIONS FOR SUNBEAM OVERALL, INCLUDING COMMUNITY LIVING SERVICES & OFFICE SETTINGS				
Staffing	Cleaning / Disinfecting	Screening	Dental Clinic, Seating Clinic	Personal Protective Equipment (PPE) and Communication
<p>Some Day Program staff are currently re-assigned to providing recreational and social activities in our group homes, and some are assigned to the gradual re-opening of our Day Program effective August 17, 2020.</p> <p>A current emergency order requires front-line staff in congregate living settings to work at no more than one employer.</p> <p>When this emergency order expires, Sunbeam will work with its employee representatives to determine the best go-forward approach in this regard.</p> <p>Sunbeam has currently chosen to assign its front-line staff to work at only a single Sunbeam site, as an additional pandemic precaution.</p> <p>As our re-opening plan proceeds, this temporary practice may be revised in order to meet the operational needs of the organization.</p>	<p>Since late February, 2020, Sunbeam instituted additional cleaning and disinfecting routines at all of its sites.</p> <p>We anticipate that heightened cleaning and disinfecting protocols will be a long-term need during the implementation of our re-opening plan, and beyond when we return to our “new normal” in offering programs and services.</p> <p>The routines, protocols, equipment and supply needs continue to be reviewed and updated to ensure that we are prepared to continue these practices at the appropriate standards given the changing environment.</p> <p>Cleaning / disinfecting of interior spaces, HVAC systems and furnishings, equipment, washrooms, high touch areas (door handles, light switches, etc), and floors, walls etc. is included here. Interior of Sunbeam vehicles are included, as are exterior surfaces (outdoor furniture, door handles, etc.). Items such as accessibility devices, toys, games and other sundry items used by our clients and staff are also subject to regular cleaning/disinfecting.</p>	<p>The active (health) screening protocols utilized during the pandemic comply with ongoing guidance and direction from government and health authorities. This screening includes factors such as: presence of symptoms, risk of exposure, presence of fever, travel and contact concerns, and more.</p> <p>It is anticipated that the active screening protocols will continue, via guidance and direction from health authorities, throughout and beyond our re-opening plan.</p> <p>Active screening protocols are anticipated to continue to apply to all persons at all Sunbeam locations / sites. (clients, staff, families, other visitors, community clients, external service providers, etc.)</p> <p>As such, we are prepared to ensure that the education, information, tools and supplies are available for this purpose on an ongoing basis.</p>	<p>Our dental clinic, which has temporarily suspended non-urgent services, is expected to resume to full services at some point in the future.</p> <p>There are internal and external requirements that must be met prior to gradually re-opening our dental clinic for non-urgent services. As we receive the directive and guidance from government that applies to our dental clinic, we will proceed with resuming services in a manner which ensures the safety and health of clients and our dental professionals.</p> <p>The seating clinic has re-opened with modified operating hours and additional pandemic protocols to ensure safety.</p> <p>We continue to be guided by government directives and guidelines in order to determine the safest approach for resuming services and the anticipated gradual return to service.</p>	<p><i>Personal Protective Equipment:</i></p> <ul style="list-style-type: none"> <li>PPE has been and will continue to be a critical requirement of all aspects of our pandemic precautions and the anticipated re-opening plan.</li> <li>The reliable and timely availability of proper PPE (medical masking, gloves, gowns, face shields) has been a challenge throughout the COVID-19 pandemic. Although there is currently a priority access process in place through Sunbeam’s primary funder, the Ministry of Children, Community and Social Services, we continue to also procure reliable supplies of PPE from a variety of sources to ensure that our inventory of PPE remains strong. Through the various strategies currently in place, including constant monitoring of our PPE inventory and forecasting PPE usage, we are taking all necessary actions to minimize the likelihood of a PPE shortage at Sunbeam.</li> </ul> <p><i>Communication:</i></p> <ul style="list-style-type: none"> <li>The progress and status of Sunbeam’s re-opening plan will be regularly updated on our website at <a href="http://www.sunbeamcommunity.ca">www.sunbeamcommunity.ca</a></li> </ul>





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5. WORK-AT-HOME CONSIDERATIONS		
Temporary Work-At-Home	Development of a Home-Based Office Program	Other Considerations
<p>Many positions and teams at Sunbeam were offered or directed to work-at-home in early March, 2020 for a temporary basis as a pandemic precaution.</p> <p>Staff currently working from home have been supported by Sunbeam with the tools, technology and supports required to successfully continue providing critical services and supports to our stakeholders. In some situations, this has been a relatively seamless transition, not impacting quality or capacity of services. In other situations, there have been acknowledged challenges which continue to impact productivity and service delivery.</p> <p>Sunbeam staff have been notified that the current work-at-home precaution is not expected to change before the end of September.</p>	<p>A Home-Based Office Program is currently under development with a plan to implement this program prior to the end of 2020.</p> <p>This program will include defined criteria to establish the teams and/or positions which may be eligible to participate in this program, and those which may not be eligible. Key components of the eligibility criteria are expected to include, but not be limited to:</p> <ul style="list-style-type: none"> <li>• Impact of work-at-home on our ability to achieve the quality and service standards required to ensure that the needs of our persons-served are consistently achieved in a timely and effective manner</li> <li>• Significance of timely and effective collaboration with internal / external partners in order to achieve positive outcomes</li> <li>• Employment consideration such as temporary vs permanent employment status, full time vs. part-time, probationary status, tenure, attendance and performance history.</li> </ul> <p>The Home-Based Office Program will be structured as an application / request-based process, during which the feasibility of the request, the employer's expectations, and the employee's responsibilities will be outlined. The employer will make the final decision as to approving or declining each request.</p> <ul style="list-style-type: none"> <li>• A "trial period" may be involved to allow both employee and employer an opportunity to assess and determine how well the Home-Based Office Program is working for both parties. In addition to usual performance-based discussions, the manager will monitor the home-based employees' progress and performance as outlined in the Home-Based Office Program guideline.</li> <li>• The Program is expected to define specific eligibility requirements with regard to newly hired employees, which in some cases may vary from the standard "probationary period"; and awareness that the program application considers both the employees' preparedness as well as the requirements of the position.</li> <li>• The employer will retain the right to discontinue an employee's participation in the Home-Based Office Program at any time, under the terms and conditions of the program guideline.</li> <li>• It is anticipated that the Home-Based Office Program will initially be phased in, and the request-based process to enter the program will be required to be followed at least annually by all employees.</li> <li>• The Home-Based Office Program will also encompass factors such as:             <ul style="list-style-type: none"> <li>○ If an employee is accepted into the Program, the employee must identify a single "Home-Based Office" address,</li> <li>○ Health and Safety, WSIB and Insurance / Liability requirements will apply,</li> <li>○ A dedicated office space in the workplace will not be provided to employees in the Home-Based Office Program, although they will have access to booking the use of common meeting rooms in the workplace,</li> <li>○ The need for regular or periodic attendance in the workplace given the operational needs of the organization and the requirements of the employee's manager.</li> <li>○ The requirement for a private and confidential home-based office workspace if accepted into the program.</li> </ul> </li> </ul>	<p>At any time, any employee working from home temporarily may request to return to the workplace by contacting their manager.</p> <p>Sunbeam may also solicit interest from employees who are working at home temporarily to determine which employees may return to the workplace, with appropriate precautions, in the early stages of our re-opening plan. Sunbeam may also require specific teams and or positions to return to work in the workplace prior to launch of the Home-Based Office Program, with notice to the applicable teams and/or positions of no less than 3 business days.</p> <p>At all times throughout the re-opening plan, and thereafter, the employer retains the right to assign each employee to work at the Sunbeam workplace.</p> <p>Sunbeam is committed to adhering to all applicable legislation and other authorized government directives and guidance regarding its approach in establishing the framework and guidelines for a Home-Based Office Program</p>



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<b>6. SAFETY IN THE WORKPLACE</b>	
<b>Current State</b>	<b>Additional Considerations for Precautions and Protocols for Gradual Re-Opening and Future State</b>
<p>Sunbeam implemented a number of precautions during the pandemic, including, but not limited to:</p> <ul style="list-style-type: none"> <li>• Offer of temporary work-at-home arrangements for non-front-line staff</li> <li>• For those staff who remain in the workplace, social distancing, hand hygiene / hand sanitizer, technology-enabled meetings, and active screening protocols were immediately put into place.</li> <li>• PPE are made available appropriate to the workplace needs (medical masks are available, for example).</li> <li>• Non-essential visitors are restricted from entering the workplace.</li> <li>• Non-essential travel (to external meetings, for example) is restricted.</li> </ul>	<p>Heightened cleaning and disinfecting routines implemented at all Sunbeam workplace locations. Ensuring availability of appropriate cleaning / disinfecting supplies and ensuring that the cleaning and disinfecting routines are performed properly and at a defined frequency.</p> <p>Continuation of social distancing, hand hygiene / hand sanitizer, technology-enabled meetings, and active screening protocols per government directives and guidance.</p> <p>Layout / design considerations to improve social distancing in the workplace. Consideration of development of subdividing workplace spaces into:</p> <ul style="list-style-type: none"> <li>• Staff only space</li> <li>• Clients and visitors space only</li> <li>• Space to accommodate meetings between staff and clients or visitors</li> </ul> <p>Washroom facilities are being reviewed for identification of appropriate precautionary protocols – such as “staff only”, “client / visitors only”, cleaning / disinfecting routines. Will also be dependent upon physical layout of workplace space, and other possible constraints, such as with rented office space.</p> <p>Increased use of technology-enabled business communications, and required hardware, software and space design to facilitate this communication modality</p> <p>Consideration of use of “barriers” (such as plexiglass) in the workplace where social distancing may not be feasible, effective or appropriate; as well as exploring options for solutions or improvements which may be achieved via furniture, equipment and supply decisions.</p> <p>Review of HVAC systems in the workplace, and determination of the need for specialize equipment or maintenance routines related to HVAC systems.</p> <p>Review use of all “common areas” in the workplace (kitchenettes, lounges, meeting rooms, reception areas, hallways, etc.) – to put in place appropriate precautionary protocols based on directives, guidelines and best practices (such as limit maximum capacity, directional wayfinding, cleaning / disinfecting routines).</p> <p>Ensure availability of appropriate PPE (such as medical masks and gloves) in the workplace based on directive and guidelines, and the specific operational needs related to each workplace.</p> <p>Review of entrance and exit (internal / external) paths to / from workplaces in order to mitigate risk of exposure or transmission via these routes.</p> <p>Remaining open to feedback from staff regarding concerns, suggestions for improvement and other constructive dialogue.</p>