



December 7, 2020

Dear Residents, Families and Employees,

The heartbreak of the COVID-19 pandemic's first wave steeled our will to learn everything we could so Revera and the entire senior living sector could prepare for future waves. Revera's [Pandemic Response Plan](#) - focused on the work of an Expert Advisory Panel, deep analytics, as well as in-depth reviews of building and infrastructure, clinical and operational initiatives, and staffing - is helping us to chart that path and to make immediate changes that are making a difference in wave two.

Today, Revera launched the Expert Advisory Panel's report entitled: [A Perfect Storm: The COVID-19 Experience for Revera and the Long Term Care Sector](#). The report is the culmination of months of work by the panel, which was chaired by Dr. Bob Bell, a health care professional with more than 40 years' experience as a doctor, surgeon, hospital CEO and deputy minister of health in Ontario who volunteered his time on this important project. The panel also included national and international experts in public health, infection prevention, infectious disease, geriatric care, labour/management principles and architectural design. The mandate of the panel was to identify opportunities for improvement and develop implementable best practices.

To ensure the report reflects the views of the experts who participated, Dr. Bell retained editorial control for the contents of the report, which was written by a noted health writer to help make the information accessible to all of you as well as the Canadian public.

The panel combed through reams of data from Revera to answer why COVID-19 had such tragic effects in Canada's long term care sector. This is a unique perspective, as no other operator in Canada undertook such a thorough analysis of their experience. The recommendations from the Expert Advisor Panel fall into four broad themes:

Community prevalence is a key driver of infection rates in long term care

- The panel's research confirmed that the main risk factor for COVID-19 entering seniors homes was the prevalence of the virus in the communities in which Revera staff lived.

Surveillance testing introduced in Ontario should be adopted by other provinces:

- To reduce the risk of the virus getting into long term care homes, regular, proactive testing of asymptomatic staff and visitors is essential. In provinces that have chosen not to invest in surveillance testing, Revera is undertaking this responsibility, and has contracted a private testing agency to test staff and residents.

Building design is key, and governments need to accelerate the redevelopment of aging long-term care infrastructure:

- The risk of virus spread depended, in part, on the residence's age and whether it had ward-style rooms. Revera owns 32 older homes in Ontario; we applied to redevelop these homes years ago and

the government has approved the construction of three of them. As a result of the pandemic experience, Revera intends to work with local health authorities to ensure that only two residents are allowed per room until redevelopment is completed, and will install Plexiglas separators to enhance safety.

Governments and operators need to address the long-standing staffing challenges that were exacerbated by the pandemic:

- Revera, and the sector as a whole, faced staffing shortages, which became even more challenging during outbreaks and as a result of required staff absences due to self-isolation. Even after the pandemic is over, the long term care sector and the ministries of health that set funding levels for staffing, must focus on solutions to increase staffing levels and attract and train new care providers.

I invite you to read the full report. I believe this is sector-changing work – work that will benefit not only Revera but a sector where so many opinions are based on incomplete information and ideological leanings rather than factual analysis.

Caring for seniors in long term care is challenging at the best of times, requiring dedicated, compassionate people who take on this great responsibility with heart, skill and devotion. That’s why we’ve dedicated this report to Revera’s employees and all of the employees of the senior living sector who work on the front lines of the worst pandemic in living memory.

There’s a saying that “how a society treats its most vulnerable is the measure of its humanity.” Revera is eager to be part of making lasting changes to prepare long term care for future pandemics. It is our hope that this report will help inform decisions necessary to benefit residents, their families and the people who serve them.

Be well. Stay safe. Stay strong. Wear a mask.

Sincerely,

Tom Wellner,
President & CEO, Revera Inc