

Revera Inc. Develops Formal Pandemic Response Plan in Preparation for a Second Wave of COVID-19

Plan includes external advisory committee of industry experts created to develop best practices for safety and care in the senior living sector

MISSISSAUGA, Canada – July 16, 2020 – Revera Inc., a leading owner, operator, developer and investor in the senior living sector today announced the launch of a broad company-wide Pandemic Response Plan including an External Advisory Committee made up of leading Canadian health experts. The goal of the group is to build on the knowledge obtained during the pandemic outbreak and develop best practices in congregate living for older adults, including long term care (LTC) and retirement living, and provide technical expertise to establish industry-leading strategies to further enhance the safety and wellbeing of residents and staff.

“We are committed to learning all we can from our experience battling the COVID-19 pandemic, which has disproportionately impacted seniors,” says Thomas G. Wellner, CEO and President of Revera. “We have brought together some of the leading experts in data analytics, building design, clinical and operational processes and procedures, and workforce management including staffing and recruitment and have shared our processes, procedures, policies and general operational approaches with the goal to improve congregate living not only for all Revera residents and employees, but for all Canadians, so we do not see this kind of tragedy again.”

The External Advisory Committee is just one part of a broader Pandemic Response Plan Revera is investing in, to ensure both the company and the senior living sector as a whole are prepared should there be subsequent pandemic waves.

“The senior living sector needs to address existing, longstanding challenges and emerge from this experience stronger,” added Wellner. “Revera is committed to being part of the solution and is investing in research, planning and best-practice designs that can drive lasting change in the industry. We are ready to work with all operators, governments, experts and stakeholders to protect residents and prepare staff.”

Revera's Pandemic Response Plan is focused on five priority areas: **external advisory committee, analytics, building and infrastructure, clinical and operational initiatives, and staffing.**

External Advisory Committee

Drawing on insights gained from the first wave of the pandemic, including feedback from residents and their families, the advisory committee – which is made up of leaders in medicine, health policy, aging and geriatrics and healthcare infrastructure – will identify practical and actionable opportunities for improvement and develop executable best practices in six key areas:

- Infection prevention and control
- Screening, testing, and tracing
- Building design standards and physical facility improvements
- Recruitment, retention and labour strategies
- Research opportunities for treatments and vaccines
- Rethinking the range of senior living options

Committee members include:

- **Dr. Bob Bell, Chair**, Former Ontario Deputy Minister of Health and former President and CEO of University Health Network. Bob has agreed to participate in and chair this advisory committee on a voluntary basis. Revera agrees that Bell will have final editorial approval of the committee's report.
- **Dr. Diana Anderson**, Healthcare architect and board-certified internist, DoChitect
- **Bob Bass**, Bass Associates Professional Corporation
- **Dr. Vivek Goel**, Professor, Dalla Lana School of Public Health; Founding President and CEO, Public Health Ontario
- **Santiago Kunzle**, Director & Principal, Montgomery Sisam Architects Inc.
- **Dr. Mark Loeb**, Professor, Departments of Pathology and Molecular Medicine and Health Research Methods, Evidence, and Impact, McMaster University
- **Dr. Allison McGeer**, Professor, Departments of Laboratory Medicine and Pathobiology and Public Health Sciences, University of Toronto
- **Michael Nicin**, Executive Director, National Institute on Aging
- **Dr. Krystyna Ostrowska**, Medical Microbiologist/Infectious Disease Specialist, Trillium Health Partners and LifeLabs, and Lecturer, University of Toronto
- **Dr. Samir Sinha**, Director of Geriatrics, Sinai Health System and the University Health Network



“We have engaged the brightest minds to develop industry-leading practices that will further strengthen our strategies to fight this and future pandemics, as well as other pressures that strain the sector,” says Dr. Rhonda Collins, Chief Medical Officer, Revera. “The learnings from the External Advisory Committee, coupled with the other key elements of our Pandemic Response Plan, will guide our actions as we continue to ensure the safety and wellbeing of both the seniors who live in our homes and residences and the staff who care for and support them.”

The additional elements of Revera’s Pandemic Response Plan include:

Analytics and Insights

While the pandemic has created significant challenges in the senior living sector, it is important to note that 67% of Revera long term care homes and 86% of Revera retirement residences have not had a COVID-19 outbreak to date. Of those sites that have experienced an outbreak (15 of 180 sites), 63% of long term care homes and 70% of retirement residences have been very small outbreaks, affecting between one and five residents or staff. However, for those sites, particularly in long term care, which have suffered larger outbreaks, the impact has been devastating. Our hearts go out to the residents we lost to this pandemic, and our immeasurable thanks and appreciation goes to those who provided care and worked through these outbreaks. We are seeking any available information or data that can help guide our actions to prevent further tragedies and prepare for the next waves.

To gain insight into these variations in impact of COVID-19, Revera has contracted with Accenture, a leading global professional services company, to undertake a deep analysis of proprietary data from more than 160 long term care and retirement homes serving 20,000 residents across Canada. The goal of the analysis is to enhance the understanding of the correlation between the occurrence, spread and severity of COVID-19 outbreaks and clinical, operational, building/structural, and geographical contexts.

The analysis will provide additional insights to guide the company’s actions ahead of a potential second wave. Findings that could benefit the entire sector will be shared with government, industry associations and other operators with the goal of extending the benefit of this work to all Canadians living and working in senior living settings.

Building and Infrastructure

With guidance from leading experts, Revera is reassessing the building design of LTC homes and retirement residences with a focus on infection prevention and control. Evidence from the first wave of the pandemic suggests aging homes with ward-style rooms make infection prevention and control more challenging. For this reason, Revera plans to no longer operate four-bed ward rooms, and will work with government to make this happen as quickly and safely as possible. Going forward,



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the goal is to eliminate four-bed ward rooms. The company also hopes to accelerate its long term care redevelopment program with the support of our government partners, and we appreciate the announcement by the Ontario Government regarding a renewed focus on long term care redevelopment in that province.

Clinical and Operational Initiatives

To maximize infection prevention and control strategies, Revera is taking significant measures over and above the existing guidelines from Public Health in both long term care and retirement living operations. This includes adopting enhanced screening, testing and tracing practices at all sites; hiring additional infection prevention and control specialists; and further expanding the company's already robust personal protective equipment (PPE) strategy to ensure an extensive supply is on hand should a second wave pose PPE sourcing challenges. Revera is also examining the potential to conduct more reliable and convenient types of testing to expedite processes and the delivery of results.

To better track clinical data, Revera has engaged HealthConnex to use its cloud-based Infection Control and Outbreak Management software in our operations. HealthConnex will reduce the staff time needed to collect and report on infection control-related data. Designed specifically for senior living facilities, it incorporates the use of innovative mobile apps to collect hand hygiene data and 'signs and symptoms' data to help improve resident safety. HealthConnex allows staff to capture and report on information including infection cases, laboratory results, hand hygiene audits, immunization, and antibiotic and multi-drug resistant organism (ARO/MDRO) history as part of the clinical care planning process.

Staffing

To help ensure residents have more continuity of care from a consistent roster of staff members, Revera is establishing a new Regional Recruitment Model which will assist with quick recruitment of local staff.

In addition, to support short term staff deployment, Revera recently invested a further \$1 million, on top of an initial investment of \$500,000, in BookJane, an innovative platform that enables Revera's employees and qualified caregivers to view and accept open shifts at the click of a button. Filling short term openings is a persistent staffing challenge in the long term care and retirement living sectors and BookJane helps Revera fill those shifts with existing Revera staff, who are familiar with company procedures and personnel, as a preferred option.



About Revera

Revera is a leading owner, operator and investor in the senior living sector. Through its portfolio of partnerships, Revera owns or operates more than 500 properties across Canada, the United States and the United Kingdom, serving more than 55,000 seniors. The company offers seniors' apartments, independent living, assisted living, memory care and long term care. With approximately 50,000 employees dedicated to providing exceptional care and service, Revera is helping seniors live life to the fullest. Through [Age is More](#), Revera is committed to challenging ageism, the company's social cause of choice. Find out more at ReveraLiving.com, Facebook.com/ReveraInc or on Twitter [@Revera Inc.](https://Twitter.com/ReveraInc)

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