



July 16, 2020

I firmly believe that the senior living sector needs to address existing, longstanding challenges and emerge from the COVID-19 pandemic stronger. At Revera, we are committed to being part of the solution and are investing in research, planning and best-practice designs that can drive lasting change in the industry. And we are ready to work with all operators, governments, experts and stakeholders to protect residents and prepare staff across the industry.

With this in mind, we recently announced Revera's Pandemic Response Plan, which is focused on five priority areas: external advisory committee, analytics, building and infrastructure, clinical and operational initiatives, and staffing. Here is an overview of our plan.

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

- **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

Analytcs 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 us prevent further tragedies.

To gain insight into these variations in impact of COVID-19, in partnership with Accenture, Revera will conduct deep analyses of proprietary data from more than 150 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 to ensure all Canadians living and working in senior living settings benefit from this work.

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, the goal is to have no more than two people per room. The company also hopes to accelerate its long term care redevelopment program with the support of governments.

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.

Stay safe. Stay strong. Wash your hands.

Tom