



## **POLICY PAN-06: Staffing Guidelines**

### **Capacity Strategies to Mitigate Staffing Shortages**

#### **Infection Control**

**Approval Date:** December 18, 2007  
**Approval Authority:** Administrator, Norview Lodge  
**Effective Date:** December 18, 2007  
**Revision Date/s:** April 30, 2013, March 4, 2020, December 16, 2020, June 21, 2021, August 27, 2021, June 2, 2022, June 8, 2022, July 12, 2023, September 7, 2024, June 20, 2025

#### **Policy**

During an emergency, Norview Lodge may be required to reduce staffing levels due to staff illness, and/or staff absences. It is our policy to ensure that Resident quality of care be continued and maintained.

#### **Procedure**

- In order to provide continuity of care in a potential staffing crisis-it will be necessary to “cross-train” staff with different skills than their current position requires.
- Volunteers and Caregivers could be trained to help with Resident care and activities of daily living.
- Essential staffing plan – in order to safely manage the care of the Residents and the operation of the home, key positions must be secured.
  - Infection Prevention and Control Lead
  - Supervisor, Education Training and IPAC Back-up
  - Supervisor of Nursing and Personal Care (2)
  - Nursing Staff
  - Housekeeping/Laundry
  - Dietary Staff
  - Dietician
  - Maintenance Staff
  - Security (staff may be deployed)
  - Activation Staff (may be deployed as necessary)
  - Stores Keeper/Purchasing (may be deployed as necessary)

**Staffing Plan:**

For each Resident Home Area a minimum number of staff will be required at all times.

Position	Days/ Evenings	Nights	Task Priority
RN/RPN  1 RN in the building at all times	1 Registered Staff for each 45 Residents	2 Registered Staff for the home	Dispense all meds, administer controlled or injectable meds, and provide treatment and assessments. Non essential medication and treatments may be placed on hold by Physician/Nurse Practitioner.
PSW/HCA	3 for each RHA or 4 per 45 Residents	2 for each RHA	Direct care of Residents.
Dietary Aides  Cooks	1 for each double RHA  2		Provision of food/hydration to Residents, ensure food items available on each RHA, and assist with providing nourishments. (See Pandemic Menu)
Housekeeping	1 for each double RHA. Decrease H5 or H6 to 1 shift		Focus on horizontal surfaces and washrooms. Regular cleaning of rooms may be designated to “trained” non-essential staff or visitors.
Maintenance	Days – 2	On call 24 hrs per/day, 7 days a week	Ongoing maintenance of the home emergencies.
Laundry	1 for each laundry area		
Activation			Will be “trained” to perform other duties as needed.
“Trained” Volunteer/Visitor			Duties as designated/ required within their scope of training.
Front Health Screener	1 screener available 0530-2200 hrs		Registered staff manage screening from 2200-0530 hrs.

- Utilize RAI Coordinators/CQI Lead
- Utilize Nursing Manager and Nursing Supervisors.
- Contact recent retirees to assist with ADL care for non-ill Residents.

- Utilize staff from alternative departments who have certificates (PSW, Dietary, Housekeeping/ Laundry).
- Change hours of work to better utilize modified workers.
- Depending on situation within the home, move Residents and designate WW as an effective outbreak area as doors can be closed and secured as necessary.
- All Supervisors can work within their departments.
- Division Assistants/Main Receptionist can cover for Unit Clerks, assist with feeding.
- Reduce # of baths per week/ reduce bed strips and laundry.
- Utilize disposable products if they are available ie. paper service for meals.
- Since we are part of Norfolk County, contact the Manager of Emergency and Social Services to utilize other county employees suitable for re-deployment to utilize PH nurses if they are available.
- Inquire if other employees that have worked at Norview and moved to other departments in county could make themselves available.
- Contact Local Family Health Teams for Support.
- Contact Fanshawe College for PSW Students.
- Community Volunteers or utilized students to oversee screening desk.
- Utilize media and staff's personal networks.

Norview Lodge has secured a partnership with an external agency to provide RN/RPN & PSW staff if required.