



Ministry of Health and  
Long-Term Care

Inspection Report under  
the Long-Term Care  
Homes Act, 2007

Ministère de la Santé et des  
Soins de longue durée

Rapport d'inspection prévue  
le Loi de 2007 les foyers de  
soins de longue durée

Long-Term Care Homes Division  
Long-Term Care Inspections Branch

Division des foyers de soins de  
longue durée  
Inspection de soins de longue durée

Ottawa Service Area Office  
347 Preston St Suite 420  
OTTAWA ON K1S 3J4  
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Bureau régional de services d'Ottawa  
347 rue Preston bureau 420  
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### Amended Public Copy/Copie modifiée du public de permis

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Report Date(s)/ Date(s) du Rapport	Inspection No/ No de l'inspection	Log #/ No de registre	Type of Inspection / Genre d'inspection
Mar 06, 2018;	2017_664602_0032 (A1) (Appeal\Dir#: DR# 079)	023411-17	Critical Incident System

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#### Licensee/Titulaire de permis

0760444 B.C. Ltd. as General Partner on behalf of Omni Health Care Limited  
Partnership  
2020 Fisher Drive Suite 1 PETERBOROUGH ON K9J 6X6

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#### Long-Term Care Home/Foyer de soins de longue durée

Kentwood Park  
2 Ontario Street PICTON ON K0K 2T0

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#### Name of Inspector(s)/Nom de l'inspecteur ou des inspecteurs



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Amended by Lynne Haves (Director) - (A1)(Appeal\Dir#: DR# 079)

**Amended Inspection Summary/Résumé de l'inspection modifié**

**NOTE: This report has been revised to reflect a decision of the Director on a review of the Inspector's order(s): CO#001.  
The Director's review was completed on March 06, 2018.  
Order(s) CO#001 was/were rescinded to reflect the Director's review DR# 079.**

Issued on this 6 day of March 2018 (A1)(Appeal\Dir#: DR# 079)

**Signature of Inspector(s)/Signature de l'inspecteur ou des inspecteurs**

Original report signed by the inspector.



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**Name of Inspector(s)/Nom de l'inspecteur ou des inspecteurs**



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Amended by Lynne Haves (Director) - (A1)(Appeal/Dir# DR# 079)

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**Amended Inspection Summary/Résumé de l'inspection modifié**

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**The purpose of this inspection was to conduct a Critical Incident System inspection.**

**This inspection was conducted on the following date(s): November 23, 24 & 27, 2017.**

**The following log # 023411-17 concerning abuse of a resident and resident rights was inspected.**

**During the course of the inspection, the inspector(s) spoke with Residents, Personal Support Workers (PSW), Registered Practical Nurses (RPN), Registered Nurses (RN), the Life Enrichment Coordinator (LEC), an external counsellor, and the Administrator.**

**The following Inspection Protocols were used during this inspection:**

**Dignity, Choice and Privacy**

**Prevention of Abuse, Neglect and Retaliation**

**During the course of this original inspection, Non-Compliances were issued.**

**2 WN(s)**

**0 VPC(s)**

**2 CO(s)**

**2 DR(s)**

**0 WAO(s)**



**NON-COMPLIANCE / NON - RESPECT DES EXIGENCES**

Legend

WN – Written Notification  
VPC – Voluntary Plan of Correction  
DR – Director Referral  
CO – Compliance Order  
WAO – Work and Activity Order

Legendé

WN – Avis écrit  
VPC – Plan de redressement volontaire  
DR – Aiguillage au directeur  
CO – Ordre de conformité  
WAO – Ordres : travaux et activités

Non-compliance with requirements under the Long-Term Care Homes Act, 2007 (LTCHA) was found. (A requirement under the LTCHA includes the requirements contained in the items listed in the definition of "requirement under this Act" in subsection 2(1) of the LTCHA.)

The following constitutes written notification of non-compliance under paragraph 1 of section 152 of the LTCHA.

Le non-respect des exigences de la Loi de 2007 sur les foyers de soins de longue durée (LFSLD) a été constaté. (Une exigence de la loi comprend les exigences qui font partie des éléments énumérés dans la définition de « exigence prévue par la présente loi », au paragraphe 2(1) de la LFSLD.

Ce qui suit constitue un avis écrit de non-respect aux termes du paragraphe 1 de l'article 152 de la LFSLD.

**WN #1: The Licensee has failed to comply with LTCHA, 2007, s. 3. Residents' Bill of Rights**



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**Specifically failed to comply with the following:**

**s. 3. (1) Every licensee of a long-term care home shall ensure that the following rights of residents are fully respected and promoted:**

**1. Every resident has the right to be treated with courtesy and respect and in a way that fully recognizes the resident's individuality and respects the resident's dignity. 2007, c. 8, s. 3 (1).**

**s. 3. (1) Every licensee of a long-term care home shall ensure that the following rights of residents are fully respected and promoted:**

**19. Every resident has the right to have his or her lifestyle and choices respected. 2007, c. 8, s. 3 (1).**

**Findings/Faits saillants :**

1. The licensee has failed to fully respect and promote resident #001's right to be treated with courtesy and respect and in a way that fully recognizes individuality and respects dignity. The licensee further failed to respect resident #001's right to decide on lifestyle and make choices. s. 3. (1) 1. & s. 3. (1) 19.

Resident #001 was admitted to the Kentwood Park Long-Term Care (LTC) home with multiple health issues.

On a specified date resident #001 was required to attend a meeting with Corporate Staff #103 and #104 where concerns regarding resident risks were detailed. The licensee advised that they would be imposing resident specific rules to address their concerns.

Resident #001 indicated he/she felt violated and that his/her rights had not been respected.

The Licensee did not respect resident #001s rights as an individual to make personal choices.

***Additional Required Actions:***



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(A1)(Appeal/Dir# DR# 079)

The following order(s) have been rescinded: CO# 001

*DR # 001 – The above written notification is also being referred to the Director for further action by the Director.*

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**WN #2: The Licensee has failed to comply with LTCHA, 2007, s. 19. Duty to protect**

**Specifically failed to comply with the following:**

**s. 19. (1) Every licensee of a long-term care home shall protect residents from abuse by anyone and shall ensure that residents are not neglected by the licensee or staff. 2007, c. 8, s. 19 (1).**

**Findings/Faits saillants :**

1. The licensee has failed to ensure that resident #001 was protected from emotional abuse and the abuse of power by the licensee of the LTC home by not following the home's zero tolerance of abuse policy.

For the purposes of the definition of "abuse" in subsection 2 (1) of the Act, O. Reg. 79/10, s. 2(1) indicates that "emotional abuse" means:

(a) any threatening, insulting, intimidating or humiliating gestures, actions, behaviour or remarks, including imposed social isolation, shunning, ignoring, lack of acknowledgement or infantilization that are performed by anyone other than a resident, or

(b) any threatening or intimidating gestures, actions, behaviour or remarks by a resident that causes alarm or fear to another resident where the resident performing the gestures, actions, behaviour or remarks understands and appreciates their consequences.

The Licensee outlines in their Abuse policy AM - 6.9 that "Power imbalance occurs when the health care professional sends the message that they know what is best



for the person receiving the care and ignores or loses sight of the person's values, beliefs and perspectives. This is considered an abuse of power".

Resident #001 was admitted to the Kentwood Park Long-Term Care (LTC) home with multiple health issues.

On a specified date resident #001 was required to attend a meeting with Corporate Staff #103 and #104 where concerns regarding resident risks were detailed. The licensee advised that they would be imposing resident specific rules to address their concerns. Resident #001 was not provided with support at the meeting. The resident indicated he/she felt violated and that his/her rights had not been respected.

The home's zero tolerance of abuse and neglect of residents' policy AM-6.9 states under purpose:

- that every resident is treated with courtesy and respect and in a way that fully recognizes the resident's dignity individuality and is free from mental and physical abuse, always.

In definitions, the policy outlines that emotional abuse means:

- any threatening, insulting, intimidating or humiliating gestures, actions, behaviour or remarks, including imposed social isolation, shunning, ignoring, lack of acknowledgement or infantilization that are performed by anyone other than a resident, or

- any threatening or intimidating gestures, actions, behaviour or remarks by a resident that causes alarm or fear to another resident where the resident performing the gestures, actions, behaviour or remarks understands and appreciates their consequences. and that a power imbalance occurs:

- when the health care professional sends the message that they know what is best for the person receiving the care and ignores or loses sight of a person values, beliefs and perspectives. This is considered an abuse of power.

The policy indicates in section 1. that OMNI Healthcare has a zero tolerance of abuse and neglect of residents and in section 2. that OMNI Healthcare shall uphold the right of each resident to live free from abuse and to be treated with courtesy and respect as well as that "respect always" education is provided to all staff and volunteers. In section 7. the policy outlines that any employee who abuses a resident shall be subject to disciplinary action up to and including termination of employment and/or reporting the health professional to his or her regulatory college.





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Reporting Abuse policy AM-6.7 indicates that a power imbalance exists "when the health care professional sends the message that they know what is best for the person receiving the care and ignores or loses sight of the person's values, beliefs and perspectives. This is considered an abuse of power".

The licensee failed to protect resident #001 from emotional abuse.

***Additional Required Actions:***

**CO # - 002 will be served on the licensee. Refer to the "Order(s) of the Inspector".**

***DR # 002 – The above written notification is also being referred to the Director for further action by the Director.***



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**Issued on this 6 day of March 2018 (A1)(Appeal/Dir# DR# 079)**

<b>Signature of Inspector(s)/Signature de l'inspecteur ou des inspecteurs</b>
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**Original report signed by the inspector.**



**Ministry of Health and  
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**Order(s) of the Inspector**

**Ordre(s) de l'inspecteur**

Pursuant to section 153 and/or  
section 154 of the Long-Term  
Care Homes Act, 2007, S.O.  
2007, c. 8

Aux termes de l'article 153 et/ou de  
l'article 154 de la Loi de 2007 sur les  
foyers de soins de longue durée, L.  
O. 2007, chap. 8

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**Name of Inspector (ID #) /**

**Nom de l'inspecteur (No) :** Amended by Lynne Haves (Director)-(A1)(Appeal/Dir# DR# 079)

**Inspection No. /**

**No de l'inspection :** 2017\_664602\_0032 (A1)(Appeal/Dir# DR# 079)

**Appeal/Dir# /**

**Appel/Dir#:** DR# 079 (A1)

**Log No. /**

**No de registre :** 023411-17 (A1)(Appeal/Dir# DR# 079)

**Type of Inspection /**

**Genre d'inspection:** Critical Incident System

**Report Date(s) /**

**Date(s) du Rapport :** Mar 06, 2018;(A1)(Appeal/Dir# DR# 079)

**Licensee /**

**Titulaire de permis :** 0760444 B.C. Ltd. as General Partner on behalf of Omni  
Health Care Limited Partnership  
2020 Fisher Drive, Suite 1, PETERBOROUGH, ON, K9J-  
6X6

**LTC Home /**

**Foyer de SLD :** Kentwood Park  
2 Ontario Street, PICTON, ON, K0K-2T0

**Name of Administrator /**

**Nom de l'administratrice**

**ou de l'administrateur :** Tina Cole



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O. 2007, chap. 8

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To 0760444 B.C. Ltd. as General Partner on behalf of Omni Health Care Limited Partnership, you are hereby required to comply with the following order(s) by the date (s) set out below:

**(A1)(Appeal/Dir# DR# 079)**

**The following Order has been rescinded:**

<b>Order # /</b>	<b>Order Type /</b>
<b>Ordre no : 001</b>	<b>Genre d'ordre : Compliance Orders, s. 153. (1) (a)</b>

**Pursuant to / Aux termes de :**

LTCHA, 2007, s. 3. (1) Every licensee of a long-term care home shall ensure that the following rights of residents are fully respected and promoted:

1. Every resident has the right to be treated with courtesy and respect and in a way that fully recognizes the resident's individuality and respects the resident's dignity.

2. Every resident has the right to be protected from abuse.

3. Every resident has the right not to be neglected by the licensee or staff.

4. Every resident has the right to be properly sheltered, fed, clothed, groomed and cared for in a manner consistent with his or her needs.

5. Every resident has the right to live in a safe and clean environment.

6. Every resident has the right to exercise the rights of a citizen.

7. Every resident has the right to be told who is responsible for and who is providing the resident's direct care.

8. Every resident has the right to be afforded privacy in treatment and in caring for his or her personal needs.

9. Every resident has the right to have his or her participation in decision-making respected.

10. Every resident has the right to keep and display personal possessions, pictures and furnishings in his or her room subject to safety requirements and the rights of other residents.

11. Every resident has the right to,

i. participate fully in the development, implementation, review and revision of his or her plan of care,

ii. give or refuse consent to any treatment, care or services for which his or her consent is required by law and to be informed of the consequences of giving or refusing consent,



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iii. participate fully in making any decision concerning any aspect of his or her care, including any decision concerning his or her admission, discharge or transfer to or from a long-term care home or a secure unit and to obtain an independent opinion with regard to any of those matters, and  
iv. have his or her personal health information within the meaning of the Personal Health Information Protection Act, 2004 kept confidential in accordance with that Act, and to have access to his or her records of personal health information, including his or her plan of care, in accordance with that Act.

12. Every resident has the right to receive care and assistance towards independence based on a restorative care philosophy to maximize independence to the greatest extent possible.

13. Every resident has the right not to be restrained, except in the limited circumstances provided for under this Act and subject to the requirements provided for under this Act.

14. Every resident has the right to communicate in confidence, receive visitors of his or her choice and consult in private with any person without interference.

15. Every resident who is dying or who is very ill has the right to have family and friends present 24 hours per day.

16. Every resident has the right to designate a person to receive information concerning any transfer or any hospitalization of the resident and to have that person receive that information immediately.

17. Every resident has the right to raise concerns or recommend changes in policies and services on behalf of himself or herself or others to the following persons and organizations without interference and without fear of coercion, discrimination or reprisal, whether directed at the resident or anyone else,

i. the Residents' Council,

ii. the Family Council,

iii. the licensee, and, if the licensee is a corporation, the directors and officers of the corporation, and, in the case of a home approved under Part VIII, a member of the committee of management for the home under section 132 or of the board of management for the home under section 125 or 129,

iv. staff members,

v. government officials,

vi. any other person inside or outside the long-term care home.

18. Every resident has the right to form friendships and relationships and to participate in the life of the long-term care home.

19. Every resident has the right to have his or her lifestyle and choices



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respected.

20. Every resident has the right to participate in the Residents' Council.
21. Every resident has the right to meet privately with his or her spouse or another person in a room that assures privacy.
22. Every resident has the right to share a room with another resident according to their mutual wishes, if appropriate accommodation is available.
23. Every resident has the right to pursue social, cultural, religious, spiritual and other interests, to develop his or her potential and to be given reasonable assistance by the licensee to pursue these interests and to develop his or her potential.
24. Every resident has the right to be informed in writing of any law, rule or policy affecting services provided to the resident and of the procedures for initiating complaints.
25. Every resident has the right to manage his or her own financial affairs unless the resident lacks the legal capacity to do so.
26. Every resident has the right to be given access to protected outdoor areas in order to enjoy outdoor activity unless the physical setting makes this impossible.
27. Every resident has the right to have any friend, family member, or other person of importance to the resident attend any meeting with the licensee or the staff of the home. 2007, c. 8, s. 3 (1).

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**Order # /**

**Ordre no :** 002

**Order Type /**

**Genre d'ordre :** Compliance Orders, s. 153. (1) (a)

**Pursuant to / Aux termes de :**

LTCHA, 2007, s. 19. (1) Every licensee of a long-term care home shall protect residents from abuse by anyone and shall ensure that residents are not neglected by the licensee or staff. 2007, c. 8, s. 19 (1).

**Order / Ordre :**



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**Order(s) of the Inspector**

**Ordre(s) de l'inspecteur**

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The licensee is hereby ordered to develop and implement an on-going process to monitor compliance by staff, including OMNI Corporate Staff, to policy AM- 6.9 as it relates to the prevention of emotional abuse through the recognition and management of power imbalance involving residents.

**Grounds / Motifs :**

1. The licensee has failed to ensure that resident #001 was protected from emotional abuse and the abuse of power by the licensee of the LTC home by not following the home's zero tolerance of abuse policy.

For the purposes of the definition of "abuse" in subsection 2 (1) of the Act, O. Reg. 79/10, s. 2(1) indicates that "emotional abuse" means:

(a) any threatening, insulting, intimidating or humiliating gestures, actions, behaviour or remarks, including imposed social isolation, shunning, ignoring, lack of acknowledgement or infantilization that are performed by anyone other than a resident, or

(b) any threatening or intimidating gestures, actions, behaviour or remarks by a resident that causes alarm or fear to another resident where the resident performing the gestures, actions, behaviour or remarks understands and appreciates their consequences.

The Licensee outlines in their Abuse policy AM - 6.9 that "Power imbalance occurs when the health care professional sends the message that they know what is best for the person receiving the care and ignores or loses sight of the person's values, beliefs and perspectives. This is considered an abuse of power".

Resident #001 was admitted to the Kentwood Park Long-Term Care (LTC) home with multiple health issues.

On a specified date resident #001 was required to attend a meeting with Corporate Staff #103 and #104 where concerns regarding resident risks were detailed. The licensee advised that they would be imposing resident specific rules to address their concerns. Resident #001 was not provided with support at the meeting. The resident indicated he/she felt violated and that his/her rights had not been respected.

The home's zero tolerance of abuse and neglect of residents' policy AM-6.9 states



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under purpose:

- that every resident is treated with courtesy and respect and in a way that fully recognizes the resident's dignity individuality and is free from mental and physical abuse, always.

In definitions, the policy outlines that emotional abuse means:

- any threatening, insulting, intimidating or humiliating gestures, actions, behaviour or remarks, including imposed social isolation, shunning, ignoring, lack of acknowledgement or infantilization that are performed by anyone other than a resident, or

- any threatening or intimidating gestures, actions, behaviour or remarks by a resident that causes alarm or fear to another resident where the resident performing the gestures, actions, behaviour or remarks understands and appreciates their consequences. and that a power imbalance occurs:

- when the health care professional sends the message that they know what is best for the person receiving the care and ignores or loses sight of a person values, beliefs and perspectives. This is considered an abuse of power.

The policy indicates in section 1. that OMNI Healthcare has a zero tolerance of abuse and neglect of residents and in section 2. that OMNI Healthcare shall uphold the right of each resident to live free from abuse and to be treated with courtesy and respect as well as that "respect always" education is provided to all staff and volunteers. In section 7. the policy outlines that any employee who abuses a resident shall be subject to disciplinary action up to and including termination of employment and/or reporting the health professional to his or her regulatory college.

Reporting Abuse policy AM-6.7 indicates that a power imbalance exists "when the health care professional sends the message that they know what is best for the person receiving the care and ignores or loses sight of the person's values, beliefs and perspectives. This is considered an abuse of power".

The licensee failed to protect resident #001 from emotional abuse. (602)

**This order must be complied with by /  
Vous devez vous conformer à cet ordre d'ici le :**

Feb 05, 2018





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**REVIEW/APPEAL INFORMATION**

**TAKE NOTICE:**

The Licensee has the right to request a review by the Director of this (these) Order(s) and to request that the Director stay this (these) Order(s) in accordance with section 163 of the Long-Term Care Homes Act, 2007.

The request for review by the Director must be made in writing and be served on the Director within 28 days from the day the order was served on the Licensee.

The written request for review must include,

- (a) the portions of the order in respect of which the review is requested;
- (b) any submissions that the Licensee wishes the Director to consider; and
- (c) an address for services for the Licensee.

The written request for review must be served personally, by registered mail, commercial courier or by fax upon:

Director  
c/o Appeals Coordinator  
Long-Term Care Inspections Branch  
Ministry of Health and Long-Term Care  
1075 Bay Street, 11th Floor  
Toronto, ON M5S 2B1  
Fax: 416-327-7603

When service is made by registered mail, it is deemed to be made on the fifth day after the day of mailing, when service is made by a commercial courier it is deemed to be made on the second business day after the day the courier receives the document, and when service is made by fax, it is deemed to be made on the first business day after the day the fax is sent. If the Licensee is not served with written notice of the Director's decision within 28 days of receipt of the Licensee's request for review, this(these) Order(s) is(are) deemed to be confirmed by the Director and the Licensee is deemed to have been served with a copy of that decision on the expiry of the 28 day period.

The Licensee has the right to appeal the Director's decision on a request for review of an Inspector's Order(s) to the Health Services Appeal and Review Board (HSARB) in accordance with section 164 of the Long-Term Care Homes Act, 2007. The HSARB is an independent tribunal not connected with the Ministry. They are established by legislation to review matters concerning health care services. If the Licensee decides to request a hearing, the Licensee must, within 28 days of being served with the notice of the Director's decision, give a written notice of appeal to both:

Health Services Appeal and Review Board and the Director



**Ministry of Health and  
Long-Term Care**

**Order(s) of the Inspector**

Pursuant to section 153 and/or  
section 154 of the Long-Term  
Care Homes Act, 2007, S.O.  
2007, c. 8

Attention Registrar  
151 Bloor Street West  
9th Floor  
Toronto, ON M5S 2T5

Director  
c/o Appeals Coordinator  
Long-Term Care Inspections Branch  
Ministry of Health and Long-Term Care  
1075 Bay Street, 11th Floor  
Toronto, ON M5S 2B1  
Fax: 416-327-7603

**Ministère de la Santé et des  
Soins de longue durée**

**Ordre(s) de l'inspecteur**

Aux termes de l'article 153 et/ou de  
l'article 154 de la Loi de 2007 sur les  
foyers de soins de longue durée, L.  
O. 2007, chap. 8

Upon receipt, the HSARB will acknowledge your notice of appeal and will provide instructions regarding the appeal process. The Licensee may learn more about the HSARB on the website [www.hsarb.on.ca](http://www.hsarb.on.ca).

**RENSEIGNEMENTS RELATIFS AUX RÉEXAMENS DE DÉCISION ET AUX  
APPELS**

PRENEZ AVIS :

Le/la titulaire de permis a le droit de faire une demande de réexamen par le directeur de cet ordre ou de ces ordres, et de demander que le directeur suspende cet ordre ou ces ordres conformément à l'article 163 de la Loi de 2007 sur les foyers de soins de longue durée.

La demande au directeur doit être présentée par écrit et signifiée au directeur dans les 28 jours qui suivent la signification de l'ordre au/à la titulaire de permis.

La demande écrite doit comporter ce qui suit :

- a) les parties de l'ordre qui font l'objet de la demande de réexamen;
- b) les observations que le/la titulaire de permis souhaite que le directeur examine;
- c) l'adresse du/de la titulaire de permis aux fins de signification.

La demande de réexamen présentée par écrit doit être signifiée en personne, par courrier recommandé, par messagerie commerciale ou par télécopieur, au :

Directeur  
a/s du coordonnateur/de la coordonnatrice en matière d'appels  
Direction de l'inspection des foyers de soins de longue durée  
Ministère de la Santé et des Soins de longue durée  
1075, rue Bay, 11e étage  
Toronto ON M5S 2B1  
Télécopieur : 416-327-7603



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Quand la signification est faite par courrier recommandé, elle est réputée être faite le cinquième jour qui suit le jour de l'envoi, quand la signification est faite par messagerie commerciale, elle est réputée être faite le deuxième jour ouvrable après le jour où la messagerie reçoit le document, et lorsque la signification est faite par télécopieur, elle est réputée être faite le premier jour ouvrable qui suit le jour de l'envoi de la télécopie. Si un avis écrit de la décision du directeur n'est pas signifié au/à la titulaire de permis dans les 28 jours de la réception de la demande de réexamen présentée par le/la titulaire de permis, cet ordre ou ces ordres sont réputés être confirmés par le directeur, et le/la titulaire de permis est réputé(e) avoir reçu une copie de la décision en question à l'expiration de ce délai.

Le/la titulaire de permis a le droit d'interjeter appel devant la Commission d'appel et de révision des services de santé (CARSS) de la décision du directeur relative à une demande de réexamen d'un ordre ou des ordres d'un inspecteur ou d'une inspectrice conformément à l'article 164 de la Loi de 2007 sur les foyers de soins de longue durée. La CARSS est un tribunal autonome qui n'a pas de lien avec le ministère. Elle est créée par la loi pour examiner les questions relatives aux services de santé. Si le/la titulaire décide de faire une demande d'audience, il ou elle doit, dans les 28 jours de la signification de l'avis de la décision du directeur, donner par écrit un avis d'appel à la fois à :

la Commission d'appel et de révision des services de santé et au directeur

À l'attention du/de la registrateur(e)  
151, rue Bloor Ouest, 9e étage  
Toronto ON M5S 2T5

Directeur  
a/s du coordonnateur/de la coordonnatrice en matière  
d'appels  
Direction de l'inspection des foyers de soins de longue durée  
Ministère de la Santé et des Soins de longue durée  
1075, rue Bay, 11e étage  
Toronto ON M5S 2B1  
Télécopieur : 416-327-7603

À la réception de votre avis d'appel, la CARSS en accusera réception et fournira des instructions relatives au processus d'appel. Le/la titulaire de permis peut en savoir davantage sur la CARSS sur le site Web [www.hsarb.on.ca](http://www.hsarb.on.ca).

**Issued on this 6 day of March 2018 (A1)(Appeal/Dir# DR# 079)**

**Signature of Inspector /  
Signature de l'inspecteur :**

**Name of Inspector /  
Nom de l'inspecteur :**

Lynne Haves (Director) - (A1)(Appeal/Dir# DR#  
079)



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**Service Area Office /** Ottawa  
**Bureau régional de services :**

**Ministère de la Santé et des  
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