

VALLEY MANOR INC.  
ANNUAL GENERAL MEETING JUNE 22, 2017



Thirty-one of the 50 dedicated Valley Manor staff who have been caring for our residents with over 15 years of service. AND who are

Valley Manor will provide excellent quality living for those needing  
Long Term Care



..... Looking forward to a new beginning in our new Home.

Board of Directors' Report  
Kathy Marion, President



As we look back at our 2017 Annual General Meeting, I'd like to focus on the foundation that we have laid that will equip the current team to work within the evolving healthcare landscape and our communities' growing needs which will encompass our new strategic plan for the year 2016- 2021.

I would also like to refer to Strategic Plan of 2011-2016 and bring to light that all of the targets that were set have been met. We have proven that our last strategic plan, innovative advancements in quality, performance, continuous community partnerships and safety were achievable and will continue to be achieved.

We are also very excited to share with you our new mission statement, vision and values which complements our new strategic plan.

I am feeling great confidence thanks to the outstanding support of our volunteer board members, CEO Trisha Sammon, Director of Care Gail Yantha, Manager of Financial Services Mila Pereira, our Medical Director Dr. Cybulski, the senior management team and the expertise of many others on Valley Manor's healthcare team who have been passionately committed to delivering the safest and highest quality of care to every person, every encounter, every day.

I continue to see us as an evolving team that continues to hit our stride as we go forward with the redevelopment of Valley Manor which will not only support and benefit the residents but will also benefit the way in which we deliver care in house, and within the community.

It is with mixed emotions, that I announce that after 28 years of service to Valley Manor, our Financial Services Manager Mila Pereira is retiring at the end of August. Mila has been a solid staple at Valley Manor and she is a true example of what Valley Manor represents...faith, care, compassion, inclusion. We will all miss her tremendously and thank her for the commitment and dedication that she has provided to Valley Manor over the years.

We also said good bye to Darlene Bresnahan who retired in December and dedicated 38 years to Valley Manor as well. We all miss Darlene's gentle and compassionate personality and her infectious laugh, but we know that she is thoroughly enjoying her well-deserved retirement.

I do want to share that the Board is very proud of the accomplishments this past year that have been made at Valley Manor, particularly with the purchase of Sherwood Public School property beside the hospital, the completion of the Class C Plans for the new Valley Manor and the final payment of our 50 year mortgage just to name a few.

Just as importantly, we celebrate outstanding teamwork, empowerment and communication within the home as demonstrated in all 4 pillars of our strategic plan which will be highlighted in the CEO's AGM report.

As we look forward to another solid year in 2017, I am pleased to say that we can do so with a very solid Board at the helm; a Board with much stability and a strong cross section of expertise.

As we continue with advancing the many efforts and initiatives at Valley Manor which are designed to improve the care that we deliver, we go forward with a great sense of pride in all that we have accomplished to date and with enthusiasm as we look to the future and to meeting the challenges of tomorrow.

Medical Director Report  
Dr. Joseph B. Cybulski



I would once again like to report this evening in my capacity as acting Medical Director for Valley Manor. I intended to resign as Medical Director for Valley Manor at the end of last year. I was aware that accreditation was upcoming and I did offer to stay as Acting Medical Director beyond December 31<sup>st</sup> if a new Medical Director was not appointed. I have served in this position for the past approximately 30 years. I have greatly appreciated the opportunity that was granted to me.

I would like to thank Dr. Denise Coulas for her many years of service to our Valley Manor residents. Her care of the elderly was exemplary. At this time I would like to welcome Dr. Steven Chen who will be starting full time practice in Barry's Bay on July 1<sup>st</sup>. We are still fortunate to have a core team of physicians who provide quality care to our residents and have provided this care for many years. Because of their dedication the residents have received the highest standard of care at this nursing home.

This standard of care is only possible with a very dedicated nursing staff including health care aids, RPN's and RN's, who help maintain our high standards.

During each accreditation it was my role in the capacity as Medical Director to prove to the assessor that the residents were receiving excellent medical care. If the accreditation assessor asks for proof, we are well positioned to demonstrate, without any doubt, that our residents indeed do receive excellent medical care. Many thanks to Chantel for her help with this issue.

On the horizon we now see the very probable redevelopment of Valley Manor. These are exciting times for our small community. I believe our community will come together and help in any way they can. This development will undoubtedly enable us to exceed the needs of our residents for years to come.

We have more interdisciplinary teams working together to provide the care and resources that our residents require. Telehealth should be mentioned – this certainly reduces residents having to travel outside the community. Nursing staff and physicians are trying to reduce the number of visits to the emergency room. An attempt by the physician at assessing the patient in the nursing home prior to transfer is being made. We will still have transfers for urgent or emergency cases. On June 2<sup>nd</sup>, I attended a professional development day at the Ottawa hospital entitled Update in Geriatrics for Primary Care Beyond the Guidelines Managing Complexity and Advanced Disease. There was a strong encouragement to engage other professionals especially pharmacists in the medical management of the frail elderly individuals. We have been engaging these valuable professionals for years. Their dedication and attention to our residents needs are much appreciated.

Our working relationship with St. Francis Memorial Hospital continues to grow and in the end benefits the elderly. After in hospital or emergency treatment of our residents, Valley Manor continues to repatriate them promptly.

Valley Manor Corporation is now 40 years + and the physical building and acceptance of residents will have been in operation for 40 years in 2018. I have been attending patients throughout these 4 decades and have truly enjoyed my work here. I have also enjoyed working with the nursing staff and can truthfully say that I

have witnessed some of the best advocates for the elderly in our nursing staff. In the end, we should all be proud at the wonderful quality of care that is provided to our residents.

Acting Medical Director  
J. B. Cybulski

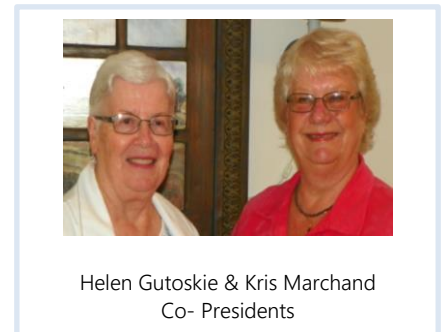
## Valley Manor Auxiliary Report

With the wise leadership of the first Administrator, Sister Rosenda Brady and the first President of the Auxiliary, Mary Murat, the Auxiliary was established over 40 years ago, before the Valley Manor was opened so that our charitable designation and our constitution would be in place before fundraising would begin. Our thanks to those forward-looking visionaries.

Over the years the Auxiliary has held a variety of fundraising events and continues to support those who call the Valley Manor their home. As of our year-end (October 2016), the Auxiliary has donated :

- over \$65,000 for Residents' Christmas presents
- over \$28,000 for Residents' Birthday presents
- over \$15,000 to subsidize cost to residents for VM van for medical appointments
- corsages for Mother's Day, boutonnieres for Father's Day, Resident Christmas photos.
- puzzles, DVDs, CDs and other craft items for Activities
- over \$300,000 in extraordinary gifts to residents (some small like foot bath & lounge chairs), BUT also for larger items including but not limited to:

2001 \$ 14,480 for 10 Hi-Lo beds,  
2006 \$ 12,683 for ceiling lift hardware and \$ 5,606 for wheelchairs  
2007 \$ 32,312 for the Valley Manor Van  
2011 \$ 4,000 for a tub lift  
2013 \$ 53,218 for beds  
2015 2 Welch Allyn Spot Check Vital Signs @ \$3,070 each  
2015 3 adjustable dining tables @ \$1,637 each  
2016 12 dozen place settings for the dining room



We have received personalized thank you cards from the Residents' Council, the Nursing Staff, the Dietary Department, the Activities Staff and letters of appreciation from the CEO. We would be remiss if we didn't thank the Board of Directors at Valley Manor for the support of our Christmas Campaign. We also greatly appreciate the members of USWA local 6946 for their annual Christmas donation.

The Annual Volunteer Luncheon was held on June 15<sup>th</sup> at the Manor. All of our members donate their time and talents to the Auxiliary and many of our members are also volunteers who spend many hours helping out at bingos, selling Nevada tickets, assisting at special event days, and preparing residents for their Christmas pictures. This Thank You luncheon, sponsored by the Valley Manor and the Activities Department, is a wonderful way for volunteers to be acknowledged for all that they contribute to the daily life of the residents.

Since it is our 40<sup>th</sup> anniversary and also Canada's 150 anniversary, the Auxiliary is hosting a Canada Day party in conjunction with the Activities Department to be held on June 30th. The Kelly's will be providing entertainment and the winning raffle tickets will be drawn on that day-- the Auxiliary donated the first prize quilt.

As we celebrate this milestone we want to acknowledge and thank Linda Shulist, who served as the Administrator for many years. She is fondly remembered as a dedicated advocate for the residents, always acknowledging the work of the volunteers, as well as being very supportive of the Auxiliary.

We would also like to thank Heather Kelley, the Past President, who was instrumental in organizing Rekindle the Flame and successfully lead this organization for 17 years. Sister Rosenda, Mary Murat, Linda Shulist and

Heather Kelley are all Lifetime Members of the Auxiliary and although their membership is free, they continue, to this day, to support to us financially.

We would like to take this opportunity to wish the St. Francis Valley Healthcare Foundation a successful venture as they begin raising money for the redevelopment of Valley Manor.

Respectfully submitted, Kristin Marchand, Co-President Valley Manor Auxiliary

**CEO Report-**  
**Trisha Sammon**

On behalf of the healthcare team at Valley Manor, I would like to personally welcome you to the pages of our 42<sup>nd</sup> Annual General Meeting.

Since Valley Manor's founding in 1978, our home has been on a path of growth in order to meet the health needs of those in our region. Our team has worked hard to develop a reputation for providing quality compassionate care to all in need of long term care services.



Today, we continue to build on that reputation and pride ourselves in the care we provide for our families, our friends, neighbours and the community as a whole.

Keeping quality care close to home has been one of our major visions over these last few years and these efforts have resulted in significant growth in the breadth and scope of services delivered right here in our community. Today, the services and technology we have at Valley Manor are state-of-the-art and we have a commitment to continuing education of all of our employees to ensure that we are always at the peak of our scope in care and service.

As skilled and dedicated healthcare professionals, we recognize that courteous, professional, resident-focused healthcare close to home is what matters most to those we serve and providing you with the best possible long term care experience is a top priority for us.

This year, I am pleased to introduce you to the new 5 year Valley Manor Strategic Plan which keeps our fingers on the pulse of shared services, healthcare partnerships, redevelopment, improving and sustaining work-life balance, continuing to provide professional, resident-focused care and most importantly keeping our 90 bed LTC facility in Barry's Bay. We have changed the presentation of our strategic plan this year to feature 4 key pillars that are the core foundation of Valley Manor. Each pillar is representative of a balanced foundation for Valley Manor. We need all 4 pillars to remain balanced and maintain our stability in the community that we serve.

2017 also marks a milestone 40<sup>th</sup> Anniversary of the Valley Manor Auxiliary. They are all true advocates for our residents and I want to personally commend them for all of their hard work and commitment to raising funds for our residents over the last 40 years. They have contributed substantially to the excellent quality of life that we provide to the residents of Valley Manor.

It is always a pleasure to serve the community of Barry's Bay and I welcome any feedback you might have regarding our AGM report along with suggestions on how we might improve the information that we share.



# **VALLEY MANOR STRATEGIC PLAN 2016-2021**



## **VISION**

**VALLEY MANOR WILL BE SEEN  
AS THE KEY LONG TERM CARE PARTNER  
IN THE EVOLUTION OF THE SHARED CONTINUUM  
OF CARE IN THE MADAWASKA VALLEY.**

## **MISSION**

**VALLEY MANOR WILL PROVIDE EXCELLENT QUALITY LIVING FOR THOSE NEEDING  
LONG TERM CARE.**

**A NEW, STATE  
OF THE ART  
VALLEY  
MANOR,  
WHICH  
SHALL  
INCLUDE  
SPECIALTY  
PROGRAMS IN  
PARTNERSHIP  
WITH THE  
COMMUNITY**

**CONTINUE TO  
SUPPORT THE  
WORK OF THE  
MADAWASKA  
COMMUNITY  
CIRCLE OF  
HEALTH ON  
SHARED  
VALUES & JOINT  
OPPORTUNITIES**

**STRIVE FOR  
HIGH LEVEL OF  
STAFF  
SATISFACTION**

**CONTINUE TO  
PROVIDE THE  
BEST CARE FOR  
OUR RESIDENTS**

## **VALUES**

**WE WILL CONDUCT OUR IMPORTANT WORK WITH:  
INTEGRITY, TRANSPARENCY, LEADERSHIP, WORKPLACE SATISFACTION & COMPASSION**



## 2016-2017 A Year at a Glance

### CONTINUE TO SUPPORT THE WORK OF THE MADAWASKA COMMUNITY CIRCLE OF HEALTH ON SHARED VALUES & JOINT OPPORTUNITIES

- Valley Manor continues to attend and participate the Circle of Health on a monthly basis.
- Valley Manor hosted the Circle of Health First Strategic Planning Session this past year in collaboration with SFMH and Chair of the Circle of Health.
- Valley Manor completed and submitted a Human Resources report to the Circle of Health in an effort to participate in joint sharing opportunities.
- Valley Manor provided the results of our Strategic Planning survey to the Circle of Health and Shawna Babcock to assist with the Rural Health Hub Planning model.
- Valley Manor continues to provide up to date reports to the Circle of Health group about the operations and the redevelopment progress.
- Actively participating in the Health Links continuing education series.
- Participated in the Rural Health Hub presentation presented by Michael Watts of Osler, Hoskin & Harcourt LLP | Business Law Firm at SFMH which educated the Circle of Health about the legal oversight of a Rural Health Hub, from Corporate Governance perspective and possible models for the Rural Health Hub.
- Partnered with and participate on the Madawaska Circle of Health Joint Ethics Committee, which includes St. Francis Memorial Hospital, Barry's Bay & Area Home Support, Madawaska Valley Hospice and Madawaska Valley Association for Community Living.



### A NEW, STATE OF THE ART VALLEY MANOR, WHICH SHALL INCLUDE SPECIALTY PROGRAMS IN PARTNERSHIP WITH THE COMMUNITY:

- Purchased the Sherwood Public School Property beside SFMH in order to build a new Valley Manor. Valley Manor wants to ensure co-location and be instrumental in participating in a health hub model that is a key focus in the Champlain LHIN and is a strategic direction of the Ministry of Health.
- Class C Estimate of new Valley Manor completed and currently being prepared for submission to the Ministry of Health for approval.
- Obtained Hobin Architects as the Prime Consultants to lead the redevelopment project.
- Obtained Colliers Project Leaders to work with Valley Manor to assist with the redevelopment navigation
- The new Valley Manor shall include 3 Resident Home areas of 32 licensees each. Each RHA will have their own kitchen, living room and outdoor space similar to individual neighbourhoods which creates a home style environment as opposed to an institutional setting.
- Valley Manor has approximately 2000 square feet of leasable space to provide to other healthcare or community partners.
- Valley Manor paid off their 50 year, 1.2 million dollar remaining mortgage to CHMC without penalty which results in a total savings of \$42,671.00 for the remainder of 2017. This was a true milestone for Valley Manor and a necessary step to be completed in order to move forward with a new Valley Manor in a fiscally responsible manner.
- Community, Family and staff redevelopment education sessions have been provided in an effort to ensure that we educate and provide accurate information to all as we navigate through the redevelopment process. We will continue to provide update information to all as we move forward.

- St. Francis Valley Health Care Foundation is currently preparing a robust fundraising campaign for community share to rebuild Valley Manor. There is much work to be done so a successful fundraising campaign is key to ensuring the success of the redevelopment of Valley Manor in the community.



### **A HIGH LEVEL OF STAFF SATISFACTION:**

- Valley Manor continues to practice inclusion of all staff on many different levels. As an example our redevelopment team included many front line staff in the development process and planning of the New Valley Manor. Their input is key to the success of the redevelopment and provides a true sense of ownership and pride to the teams involved in this huge milestone in Barry's Bay.
- A survey has been circulated to all staff to drill down and learn what the staff would prefer for employee appreciation, team building and recognition. The Leadership team will review these results and plan according to the results of the staff. The staff at Valley Manor is the reason that it is so successful and we value each and every staff member's input in this very important fact finding process. We look forward to the results and cannot wait to start planning.
- Valley Manor is focusing on including all staff at featured and public events and not just necessarily the leadership team. Our PSW's housekeepers, dietary aides and nursing team have been participating in the trivia nights, newspaper articles and will be participating in upcoming charity events such as golf tournament. We are all the face of Valley Manor!
- The Staff Appreciation Awards and Christmas Celebrations is a success every year and are held at the Royal Canadian Legion. The team enjoys a sit down turkey dinner with the trimmings, a dance and Santa Clause hands out Christmas Gifts during the staff Appreciation awards. The Leadership team works very hard to plan this evening for the staff and it is very well attended.
- As part of an educational series about Valley Manor, all of the Alumni staff posed for a picture for the local Barry's Bay Gazette. We have included it in this report as well because we are very proud of the large group of long standing employees at Valley Manor.
- Continue to offer ongoing education to all staff, management and Board.
- Re-introducing the popular STEP AHEAD mandatory education for the staff in an effort to ensure compliance with the Ministry in an environment conducive to participative, group learning.



### **CONTINUE TO PROVIDE THE BEST CARE FOR OUR RESIDENTS:**

- Purchased all new therapeutic surfaces for our resident in order to continue to meet the entrapment guidelines.
- Currently we have a CMI of 1.15 which translates to \$450,000.00 of additional funding to the nursing envelope to provide exceptional resident services which match the level of care that we are being funded for. Valley Manor has the second highest CMI in the Champlain LHIN and the 16<sup>th</sup> highest out of the 600 ++ long term care homes in Ontario. This puts into perspective the extreme level of care that Valley Manor has.
- Continue to send all management and staff to additional training courses such as Palliative care, Wound Care, PIECES training, restorative care, food handlers training, exercise programs for seniors and responsive behaviors training.
- Submitted the 2017 Quality Improvement Plan (QIP) in April which is focused on resident satisfaction and improved quality of care. This report was completed by Chantal Weatherbed, CQI Co-ordinator and can be accessed on [www.hqoontario.ca/qualityimprovement](http://www.hqoontario.ca/qualityimprovement).
- Additional funding being provided by Valley Manor above the base funding to the behavioral supports program to assist with a reduction in responsive behaviors.

- Continue to add 2 new ceiling lifts a year to resident's rooms due to the high level of care and requirement for these lifts.
- Valley Manor will be participating in Accreditation Canada's 2017 survey in October this year and we are confident that we will continue to maintain our excellent accreditation status.

# 2016 FINANCIAL SNAPSHOT

Prepared by Mila Pereira, Financial Services Manager

## Revenues

**\$6,659,961**

MOHLTC 72%  
Residents 26%  
Others 2%

## Expenses

**\$6,526,589**

Wages/Benefits 79%  
Supplies 12%  
Facility Costs 9%

## Valley Manor Overview

### Types of Beds:

12-Private  
42-Semi  
36-Ward

### Occupancy

11-Private  
21-Semi  
58-Ward

**Accommodation: 90 Beds**

**Occupancy Rate: 99.1%**

Our occupancy has always been 99%+, well over the 97% target set by MOHLTC before funding reduction.

### Unrealized Preferred Revenues

Private \$6,643  
Semi \$62,010  
Total \$68,653

### Current Wait List

5-Private  
3-Semi  
30-Ward  
38-Total

**2016 Discharges/Deaths: 20**

**Monthly Rates - July 2017**

Basic - \$1,819.53  
Semi - \$2,068.94  
Private - \$2,380.72

### Per Diem by Envelope: Base Funding Per CMI VM

Per Diem by Envelope:	Base Funding	Per CMI VM
Nursing	\$ 94.37	\$105.11
Programs	\$ 9.41	\$ 9.41
Raw Food	\$ 8.33	\$ 8.33
Other Accommodation	<u>\$ 54.52</u>	<u>\$ 54.52</u>
<b>Total</b>	<b>\$166.63</b>	<b>\$177.37</b>

### # of Employees

44 Full time  
90 Part time

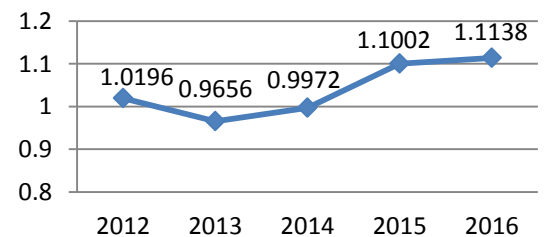
**FTE 89**

### CMI of 1 = base funding

-Every point above 1 = extra funding of \$30,000

-Every point below 1 = funding reduction of \$30,000

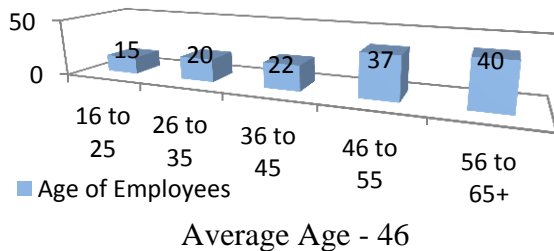
### Case Mix Index (CMI)



### Average # of FT Sick Days

**8 days/year**

### Aging Workforce, 2016



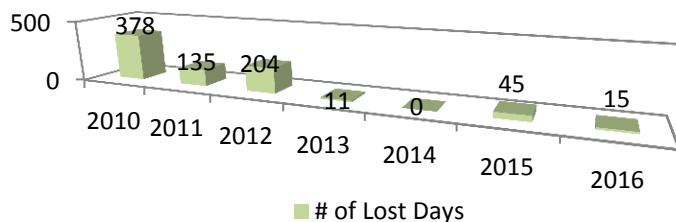
**Valley Manor contributes over \$430,000/month in wages to the local economy.**

### Unions:

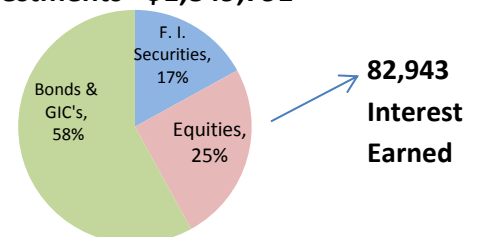
**ONA**  
RN/RPN 27

**USW**  
Support Workers 88

### WSIB Lost Days



### Investments - \$1,849,791



PROUD TO WORK WITH AND IN  
OUR COMMUNITY!

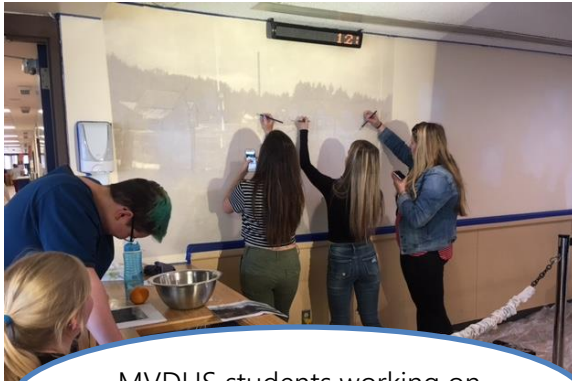


MVDHS students' donation to Valley Manor's Residents' music program.



VM staff receiving the latest redevelopment information.





MVDHS students working on a mural in our Dining Area



And the beautiful finished product.



ANOTHER GROUP OF VALLEY MANOR



