

**VALLEY MANOR INC.
ANNUAL GENERAL MEETING JUNE 21, 2018**



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





Chief Executive Officer's Report
Trisha Sammon
2017
- A Year At A Glance

Throughout 2017 & 2018, Valley Manor continued to focus on delivering top quality care while expanding partnerships with local Healthcare organizations and continuing on the redevelopment journey. These and other partnerships increase our ability to meet the needs of our residents, families, staff and the community at large.

During 2017/18, we also completed important work on our strategic plan, including a successful 4 year Accreditation award, a perfect Resident Quality Inspection by the Ministry of Health, strengthened partnerships with the St. Francis Valley Healthcare Foundation and our local Circle of Health. The work on our strategic plan compliments our ability to innovate and continuously improve the quality of care that we deliver.

Long term sustainability necessarily requires that Valley Manor remain invaluable to the larger healthcare system in our community as we are a very strong pillar that keeps the local Healthcare landscape strong and sustainable. That is why it is imperative that the development of the new Valley Manor beside St. Francis Memorial Hospital becomes a reality in our community before 2025. It is prudent that we keep local healthcare close to home and accessible for our community.

As you read through the pages of our annual report, it becomes more evident of just how much of an impact Valley Manor has on our community from a healthcare perspective, monetary and quality of life perspective within the community.

I would be remiss if I did not mention the importance of our most valuable asset at Valley Manor. "Our staff!" Valley Manor has a dedicated pillar in our strategic plan to strive for a high level of staff satisfaction. The Board and Leadership Team have been working diligently to ensure that our staff continue to be valued, appreciated and rewarded for all that they do by implementing a new staff appreciation model.

Without the wonderful, professional team that Valley Manor has cultivated, we would not be the leaders in the healthcare community that we are today.

Lastly, please join me in extending a big Valley Manor welcome to Dr. Jason Malinowski as he begins his role as Valley Manor's Medical Director. I look forward to working with him in this capacity and feel confident that our neoteric approach will benefit the residents, staff and community.

St. Francis Valley HealthCare Foundation
Darlene Sernoskie, SFBVH Foundation Chair



It is always a pleasure to give the annual report for St. Francis Valley Healthcare Foundation. It is like reading your child's year-end report card when they have gotten A's in every subject! Our strategies are designed to achieve the Board's long term vision and this year, our focus was dedicated to 4 strategic directions.

Firstly in the area of **Achieving Financial and Fundraising Success** and increasing sustainable revenue, strategies were developed to enhance a few of our programs area including the Monthly and Planned Giving Programs. A special appeal that included organizing and hosting a Family Fun Day was conducted and aimed at the under 40 year old with young families audience, encouraging membership in a Monthly Giving Club at a level of \$15/mth. Enhancement of our Planned Giving Program targeted the over 60 year old donor, included a new direct mail appeal by the Chairs of St Francis, Valley Manor and Foundation Boards and focused on planning for the future of local healthcare. As well revised materials were generated and a community information session was held on the topic of Estate Planning.

Even our established Programs were given enhanced efforts with Toni and her Team developing a successful targeted marketing strategy with a *Heart Health* theme for the annual Tree of Lights direct mail appeal that realized over 30% more in revenue. Not to be forgotten is our wonderful coffee service "*the Bean*" that has grown (serving over 4,500 cups of coffee last year!) with plans to also service the Valley Manor in the future with their redevelopment.

The second strategic directive was to continue to **Build Team Strength**. Our accomplishments here include increased activity in succession planning for the Board and Administration, targeted efforts in the area of Board Recruitment as well as the provision of education and development for our Board members at each of our meetings. Six of our Board members attended a Board focused education retreat along with our other Foundation partners from the Ottawa Valley. We have seen a great deal of growth in this area, have improved our processes, and are now better prepared the future.

Over the past year the plan to **Enhance Partnerships** has been primarily focused on the Campaign for the critical redevelopment of the Valley Manor. Currently in the quiet phase of the Campaign, the process has involved planning, educating, developing strategies; soliciting, motivating and training new teams like the Campaign Council and an Internal Family Giving Team, cultivating and developing individual plans for major donors, meetings and presentations etc. This work is progressing well and has resulted in the initial support of leadership support. We look forward to continuing our efforts with the community and the Manor to ensure a home deserving of some of our most vulnerable citizens.

Our fourth focus this year involved **Enhancing Effective Communication** and while communication is an important part of everything we do, this year, there has been an extra effort put forth with the development of promotional videos for programs and the Valley Manor, some featuring individual testimonials from residents, families and patients. Our social media and online presence continues to grow and develop and are part of all our communications strategies, making our message consistent throughout different mediums. Our Board Donor Appreciation Committee regularly participates in conducting our personal thank you calls and extending invitations to our various donor events. As well, the Foundation hosted 3 Donor Appreciation gatherings, demonstrating the impact their support has made to patients with the equipment that has been purchased thanks to their help.

So, as I said at the beginning of my report, it is a pleasure to report straight A's this year! I would like to thank the Board and staff team for their support and express my sincere appreciation to our donors and volunteers.

**Celebrating our Valley Manor Staff – time to celebrate well-deserved accomplishments
AND time for some fun!**



**Sharon Chippior --
Excellence in the Care of
Older Ontarians Award (aka
the "Martha Award")**



**Pleasurable Dining
at Valley Manor**



**Guardian Angels
Recognition**



**Physiotherapy
month activities -
Partnerships**



**4 year Accreditation
Award
Vallev Manor**



**TACO TUESDAY –
Monthly Staff
celebration**



**THE BEAN –
Internal
Fundraising
Campaign**



**Smile Cookie
Campaign**



**Jersey Day – in support
of Humboldt Broncos**



**Claudia Coulas --
Behavioural Support
Ontario Champion**



**Cohesive Leadership
Team Celebrations**



**St. Francis Valley Healthcare
Foundation Golf Tournament-
Cultivating Partnerships**



**Wow,
Top Marks!**

Valley Manor was recently awarded top marks for health care by Accreditation Canada with 100% in infection control.



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

2017-2018 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 participate the Circle of Health on a monthly basis.
- Valley Manor hosted the Rural Health Hub Information Session in May, in collaboration with SFMH and Chair of the Circle of Health.
- Valley Manor's CEO sits on the Rural Health Hub Steering Committee and is dedicated to participating in all collaboration efforts that will benefit the patients, residents and community that we serve.
- Valley Manor's Director of Care is now participating in the Monthly Circle of Health Meetings with the CEO and the Board Chair in an effort to ensure that we are supporting the Circle in a wholesome manner as per the strategic plan.
- Valley Manor participates in the submission to the Valley Gazette on behalf of the Circle and will continue to do so as an active member.



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

- Class C Estimate of new Valley Manor completed and currently being prepared for submission to the Ministry of Health for approval.
- Development Agreement with the Ministry of Health approved.
- Received the Construction Planning grant of \$250,000 from the Ministry of Health this June which will be applied to the planning redevelopment costs incurred to date.
- Completed updated business case with Colliers project leaders and will be submitted to Infrastructure Ontario and the Ministry of Health for final approval this summer.
- The Ministry of Health approved 6 additional Long Term Care Licenses for Valley Manor under the new Funding model which supersedes the original agreement with the Royal Ottawa Hospital.
- Valley Manor continues to prepare documentation and work with infrastructure Ontario, the Licensing & Policy Branch, Ministry of Health, Hobin Architects and Colliers Project Leaders in order to achieve the dream of redeveloping Valley Manor. This process is not a quick process; however it will be worth it once complete.
- Rebranding Valley Manor with a new logo to be unveiled at the 2018 AGM. Carol Lamont, a community resident is the successful entry that created the logo and will receive recognition within the community today and into the future.
- Changed the legal name from Valley Manor Nursing Home to Valley Manor Long Term Care in an effort to represent the population that we serve which includes ages 18 and up.
- Valley Manor has approximately 2000 square feet of leasable space to provide to other healthcare or community partners. These spaces are filling up, so I encourage interested parties to submit an expression of interest soon.
- Currently negotiating with potential candidates for the sale or lease of the current Valley Manor when we develop beside St. Francis Memorial Hospital.
- St. Francis Valley Health Care Foundation has created an internal family fundraising team at Valley Manor for the fundraising component of the new VM. The Foundation currently remains in the silent phase of this process.

Medical Director Report
Dr. Jason Malinowski



It is a pleasure to send my greetings for my first Annual General Meeting as the Medical Director of the Valley Manor Long-term Care Home.

I wish to thank Dr. J. Cybulski for his years of direction and leadership in the Medical Director's position. The quality of care provided to our residents has been excellent during his tenure, and I hope to meet the high standards that patients, families, and staff have come to expect from this position.

Building on our previous successes, I am working towards being familiar with the intricacies of the medical committees, the policies, and the legislation that concern Valley Manor. Being a physician on staff here for sixteen years, I have had some suggestions on some changes in process pertaining to the workings of the Professional Advisory Committee, and I have been curious in asking a lot of questions when it comes to some of the internal processes as well. I do believe that there are always gains to be made in an organization's efficiency, and I believe in the principles of LEAN methodology when looking at processes. I thank the leadership team for their patience while I evaluate what has been working well for us and what could be improved.

Looking forward, I share in the excitement of the staff and leadership team of designing and implementing a new Valley Manor on the St. Francis Memorial Drive site. I can see tremendous benefits related to patient care, staff satisfaction, and physician proximity. We have certainly realized the benefits of having the physicians' offices located near the hospital and hospice – pertaining to timely patient assessments and avoidance of unnecessary transfers and interventions.

I also look forward to working with the excellent leadership team at Valley Manor in supporting and implementing the strategic plan. I think it will position us well as we go through this transitional time over the next few years. Thank you for the opportunity to be part of the team during this exciting phase in our development.

Board of Directors' Report
Kathy Marion, President



Valley Manor has a long and very rich 40 year history. Day after day, we are inspired by the respectful and compassionate care that the staff and volunteers provide to our residents and families. Over the past year, the Board of Directors focused on supporting the redevelopment process of Valley Manor and assisting our CEO and Director of Finance with the prosaic task of redevelopment. As you will note, in the CEO's report; we have made strides towards the redevelopment goal and have done so while continuing to maintain excellence in Ministry of Health Resident Quality Inspections, CRA audits and WSIB audits 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. I continue to see us as an evolving team that continues to hit our stride as we progress forward.

At the operational level, I am pleased that Valley Manor has achieved another 4 year Accreditation. Not only was the Accreditation Canada survey a success, but the final report reflected the homes exemplary commitment to continuous quality improvement, medication management, infection control and the home's policies, practices and commitment to resident-centered care. The Leadership team continues to make us proud by continuing to focus their efforts on the Home's Mission, Vision and Values and keeping the operational plans of the home at the forefront. This year's annual report highlights many of Valley Manor's successes for the home in 2017 & 2018.

On behalf of the Board of Directors, I would like to sincerely thank the employees of Valley Manor who care for our residents with respect and compassion each and every day. I would also like to acknowledge the dedication and hard work of the Leadership Team, the continued support of the St. Francis Valley Healthcare Foundation and the commitment of our attending physicians and volunteers.

This is a very exciting year for Valley Manor. Valley Manor is celebrating their 40th Anniversary. Valley Manor opened in May of 1978 and the primary purpose was to provide comfortable and congenial care in a Christian environment. Within that environment, Valley Manor endeavored to meet the resident's individual physical, emotional, social and spiritual needs, in a manner that recognizes the dignity and worth of each person and their quality of life. It is safe to say that 40 years later, Valley Manor continues to provide these core needs and remains a pillar in the community. We will be celebrating our 40th Anniversary and have many exciting plans on the horizon.

I am very pleased to welcome Dr. Jason Malinowski to Valley Manor as our new Medical Director. Dr. Malinowski is also Chief of Staff at St. Francis Memorial Hospital and brings with him a plethora of knowledge and expertise in geriatric care. Dr. Malinowski has been providing services to Valley Manor for several years now; however, he is replacing Dr. Joe Cybulskie in the Medical Director role. Dr. Cybulskie dedicated 25 years of service to Valley Manor and we wish him the absolute best of health and happiness as he enters his retirement.

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

- St. Francis Valley Health Care Foundation has also created an external fundraising team comprised of local community members for the “donor-gift” fundraising component of the new VM in an effort to reach the proposed fundraising goal of \$500,000.00



A HIGH LEVEL OF STAFF SATISFACTION:

- 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 continue to be 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.
- Continue to offer ongoing education to all staff, management and Board.
- In response to our Staff Satisfaction survey, Valley Manor brought back 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.
- Currently providing in house “Crisis-Intervention Training” and “Code White” training to all management and staff at Valley Manor in an effort to address the increasing levels of responsive behaviours amongst the residents that we care for. Safety for all staff, management, volunteers and residents is paramount at Valley Manor.



CONTINUE TO PROVIDE THE BEST CARE FOR OUR RESIDENTS:

- Currently we have a CMI of 1.12 which translates to a \$250,000.00 of a decrease in funding to the nursing envelope. Valley Manor has the highest CMI in Renfrew County which helps puts into perspective the high level of care that Valley Manor has. The higher the level of care, the higher the CMI which we receive funding based on this index, however we did experience a small drop in our score this last year.
- 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 2018 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.
- 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 participated in Accreditation Canada’s 2017 survey in October this year and we are achieved exemplary results from the surveyors with another 4 year Accreditation Award.
- We are the only home in Renfrew County to achieve a perfect Ministry of Health Resident Quality Inspection. This translates to no unmet standards, no written orders, no recommendations for improvement and a high level of resident safety.

- Valley Manor continues to partner with local education Institutions in an effort to recruit and retain staff. We partner with Algonquin College, Loyalist College and Madawaska Valley High School, in addition to Links to Health.
- Valley Manor successfully received 3 students from the Ontario Summer students grant program whereby students registered or enrolled in healthcare education programs are paid by the government to work here for the summer to gain valuable on-the-job training.
- Valley Manor partnered with Links to Health again this year and has a very positive experience and partnership. Links to Health is an Employment Assistance Service providing supports to employee's ad employers within the community.
- Valley Manor Auxiliary was dissolved effective March 20th, 2018. All fundraising and In- Memoria's will be taken care of by the St. Francis Valley Healthcare Foundation. The Auxiliary has been a key fundraising component to Valley Manor for 40 years, however with the changing direction of fundraising and volunteering in the community, we had to respond to the change in order to navigate forward swiftly with our redevelopment efforts. We continue to be blessed with the past Auxiliary members at Valley Manor since they all have continued to volunteer for the home. What a true testament of the commitment that these dedicated people provide to our home and residents. Valley Manor honoured the Auxiliary's 40 years of service to the home with a 40th Anniversary celebration and thanks for the dedicated service that they provided over the years.



**Board of
Directors**

2017 FINANCIAL SNAPSHOT

Prepared by Lori Jessup, Director of Finance & IT

Revenues
\$6,973,789

| | |
|-----------|-----|
| MOHLTC | 69% |
| Residents | 26% |
| Others | 5% |

Per Diem by Envelope: Base Funding Per CMI VM

| | | |
|---------------------|-----------------|-----------------|
| Nursing | \$ 96.26 | \$105.43 |
| Programs | \$ 9.60 | \$ 9.60 |
| Raw Food | \$ 9.00 | \$ 9.00 |
| Other Accommodation | <u>\$ 55.28</u> | <u>\$ 55.28</u> |
| Total | \$170.14 | \$179.31 |

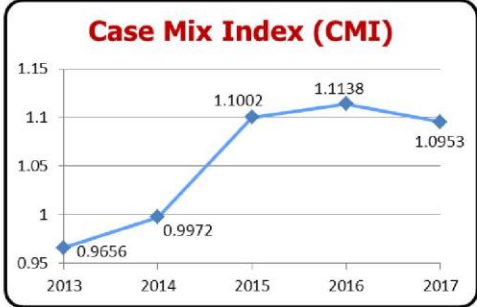
Expenses
\$6,529,178

| | |
|----------------|-----|
| Wages/Benefits | 80% |
| Supplies | 13% |
| Facility Costs | 7% |

CMI of 1 = Base funding

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

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



Received lump-sum
subsidy payment of
\$289,000 from
County of Renfrew

Valley Manor Overview

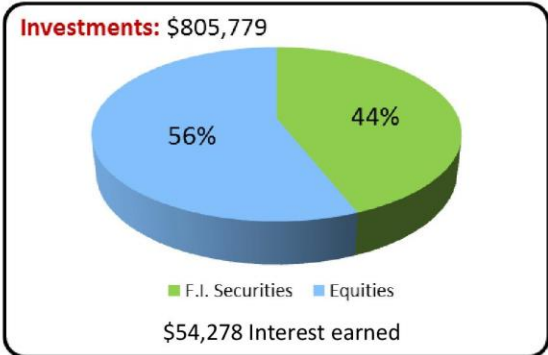
| <u>Beds Available</u> | <u>Bed Occupancy</u> | <u>Unrealized Pref. Revenues</u> | <u>Current Wait List</u> |
|-----------------------|----------------------|----------------------------------|--------------------------|
| Private: 12 | Private: 11 | Private: \$6,734 | Private: 9 |
| Semi-Private: 42 | Semi-Private: 22 | Semi: <u>\$59,858</u> | Semi-Private: 4 |
| Ward: 36 | Ward: 57 | Total: \$66,592 | Ward: <u>43</u> |
| Total beds: 90 | | | Total: 56 |
| Occupancy rate: 99.1% | | 2017 discharges/deaths: 29 | |

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

Monthly Rates July 2018

| | |
|---------------|------------|
| Basic: | \$1,848.73 |
| Semi-Private: | \$2,102.10 |
| Private: | \$2,418.74 |

Paid off CMHC mortgage in June 2017, resulting in **savings of \$50,000** in interest expenses.



of Employees
43 Full-time
87 Part-time
FTE 91

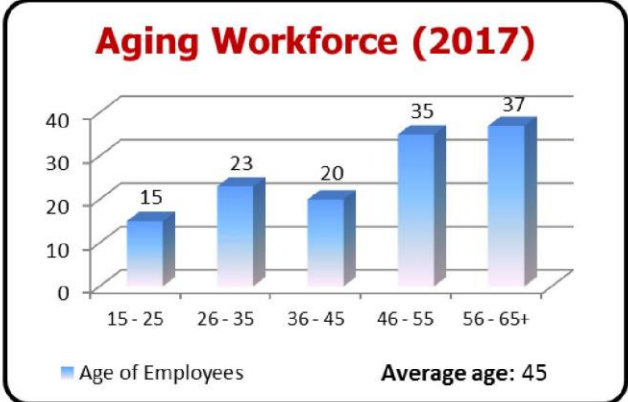
Valley Manor contributes over \$435,000/month in wages to the local economy

Average # of FT sick days
8 days/year

Unions

ONA
RN/RPN: 29

USW
PSW: 85



Admissions & Occupancy 2017

- # of Crisis Residents Admitted- **6**
- # of Admissions from SFMH -**2**
- Number of Admissions in 2017- **27**

Residents

- **90** residents live at Valley Manor
- **77** residents suffer severe cognitive impairment
- **85** residents require the use of a containment product
- **8** falls occur per month
- Transfers to ER average **3** per month
- Oxygen is used by an average of **4** residents per month
- **8** residents use a Roam Alert
- **22** residents benefit from Nursing Restorative Care
- **5** Residents Benefit from Special Rehabilitation
- **56** Music programs provided
- **16** exercise programs provided
- **22** residents on Diabetic diets
- **16** Residents on Dysphagia diets

Based on a monthly average

Facility Services

- # of loads of laundry monthly = **517**
- # of work orders monthly- **251**
- # of unplanned service repairs monthly- **125**



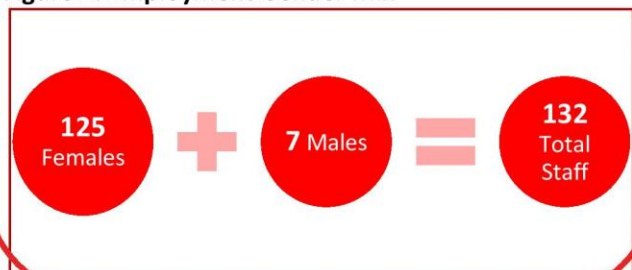
Human Resources

- The Average Age of an Employee at Valley Manor is **45** years
- Most employees are in the **46-65** year age group

Figure 1: Employment Mix



Figure 1: Employment Gender Mix



Physiotherapy

- There are **30** referrals to Physiotherapy per month
- There are **4** referrals to Occupational Therapy per month