

**VALLEY MANOR INC.  
ANNUAL GENERAL MEETING  
June 28, 2022 Via ZOOM**



**Empowering every person to provide compassionate resident centered care in a diverse family environment.**



## Valley Manor Board & Executive



Kathy Marion, Board Chair



Jill Vermaire, Board Member



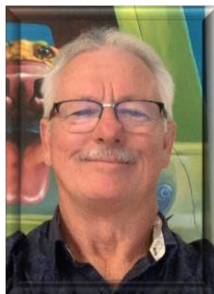
Annadeane Kerr, Board Member



Bill Rodnick, Board Member



Annabel Marsh, Board Member



Steve McCann, Board Member



Caroline Woodland, Board Member



Trisha DesLaurier, CEO



Gail Yantha, Director of Care



Stacey McDonald,  
Director HR & Finance



## **CEO & BOARD CHAIR REPORT**



When the Covid 19 pandemic was declared in March of 2020, we could not have predicted that 2 years and 3 months later we would still be impacted and dealing with it. It has proven to be, perhaps, the greatest challenge that all of us have experienced in our lifetime. It has had a devastating impact on seniors living in Ontario's Long-Term Care homes as well as the staff who care for them. Our hearts go out to all those who have been affected. In the face of the unrelenting pressure and scrutiny brought on by COVID-19 and its aftermath, our staff have never stopped amazing us with their strength, resilience and deep desire to keep our residents healthy and safe and bring them joy and some normalcy during incredibly difficult times.

It has not been easy — not by a long shot. We have heard the emotion in the voices of the many staff and families that we have personally talked to over the past year, seen it in their faces on the many, many Zoom meetings, and read it in the plethora of emails and phone calls that we have received.

Based on what we know already — new long-term care legislation and regulations, a new proactive inspections program, an accelerated capital development and redevelopment program, to name a few — this next year is shaping up to be just as intense.

Since the beginning of the pandemic, it has been the desire of Valley Manor to keep our residents safe and well cared for. It is also important that the families of our residents are confident that their loved ones are being kept safe and receiving the care that they deserve.

We celebrate the small victories that Valley Manor has accomplished as we navigated through uncharted waters throughout the pandemic. We are only able to accomplish these victories due to the leadership team and our front-line workers who dedicate themselves daily to the well-being and safety of our residents. Their perseverance during this pandemic demonstrates their compassion for the residents that they care for. That is why they leave their homes and families every day to bravely and proudly care for our residents.

Despite the challenges of the pandemic, Valley Manor continues to forge ahead with many accomplishments and projects. We continue to be excited for the future of Valley Manor, particularly as it relates to our redevelopment and the purchase of 26 acres of additional land beside the future home of Valley Manor and in partnership with St. Francis Memorial Hospital.

We are also very excited to introduce our new Strategic Plan for 2022-2027 at this AGM.

From a governance perspective, we are very happy to have 5 new Board members at the table which we have included in our report. Please join us in welcoming our new board members to the Valley Manor family. We are excited to continue to work on upcoming projects and initiatives with our new robust team. They all come with an extensive cross section of skills and experience from a variety of backgrounds.

Our deepest gratitude and appreciation go out to the Board of Directors, the leadership team, the kind and capable employees, physicians, volunteers and essential caregivers for their loyalty and dedication to the residents who call Valley Manor home. Your support and commitment is truly evident. It is a privilege to serve our residents and their families.

Trisha DesLaurier  
CEO

Kathryn Marion  
Board Chair



# Valley Manor Long Term Care

2022 Strategic Plan

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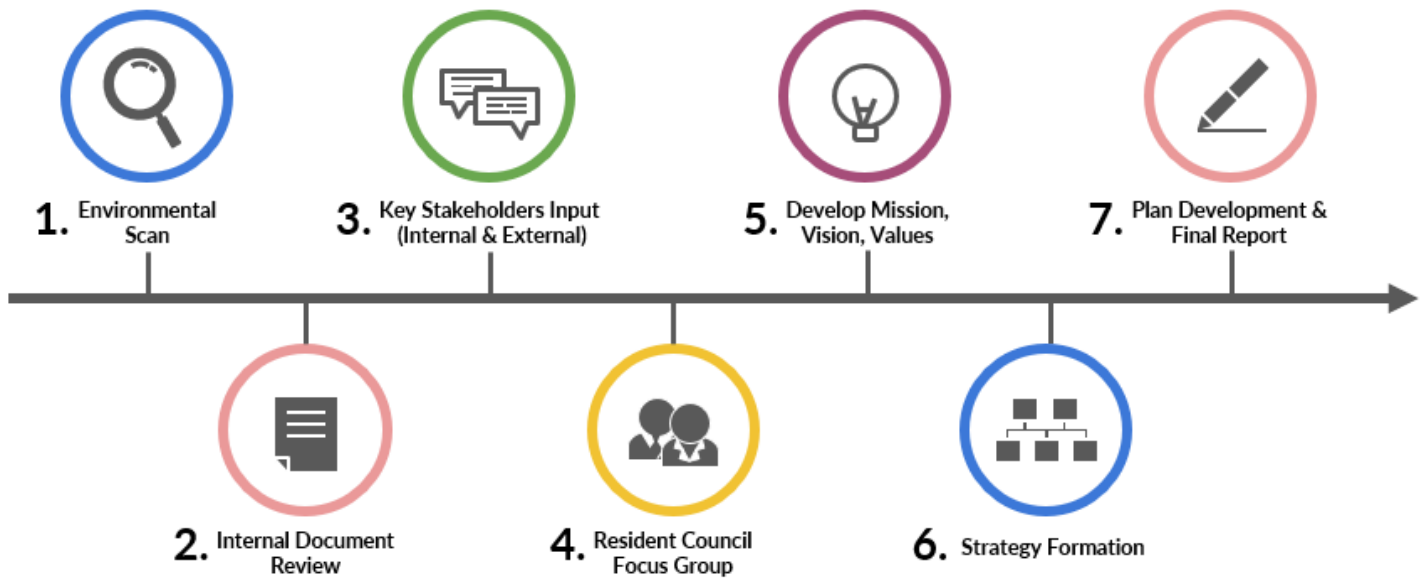
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## Strategic Plan Purpose

- Create and fulfill a strategic plan for the period starting in 2022, including identifying the resources needed to develop and implement strong and vibrant strategic directions, to provide a solid foundation for this new plan, which is sensitive to the dynamics in play for the long-term care sector in Ontario, and for the local needs in our community.
- The core deliverables from this initiative will be a vision of the future state, built from the dreams and aspirations of a wide range of invested persons who each are highly committed while representing different perspectives.
- The development of objectives forms the foundation of the building blocks towards this vision and is the key enabler to realize the vision.
- Building blocks which are the specific activities of the plan will be used to guide the fulfillment of the commitments that are undertaken by the leadership team and Board.

# The Roadmap to create our Plan



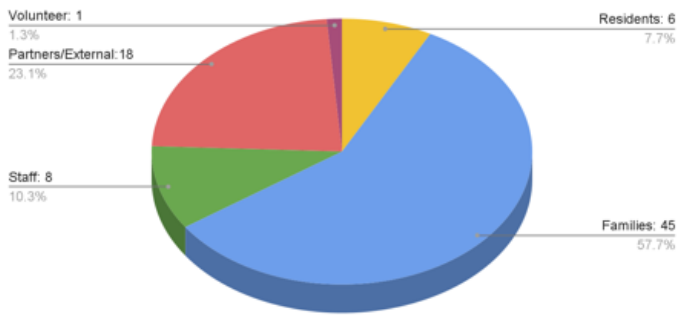
# Our Environmental Scan findings



# Broad reach of consultation

- 14 Sources of data were reviewed
- 6 Stakeholder interviews conducted
- 1 Focus Group held with Resident Council

## 78 Survey Respondents



# What we heard: Resident voices

Resident Council contributes to the whole community – deciding on gifts to staff, repairs to equipment and the level of discussion is meaningful on a broad range of issues

There is a desire to be kept more informed, with a priority on communications directly with the residents, as well as desire for better follow up on concerns raised

While Valley Manor is a substitute for “home”, they appreciate staff’s dedication and going the extra mile

Residents expressed the value they place on a resident directed decision making approach to be used more, and where possible to reduce the reliance on rules for all

## Thinking about the future people expressed hope.....

*If you could spend \$50,000 on Valley Manor, what would you spend it on?*



## Our new Mission and Vision

### Mission

Empowering every person to provide compassionate resident centered care in a diverse family environment.

### Vision

Cultivating a diverse home where all are welcome and respected

### Values

*We will conduct our important work with:*  
Integrity • Transparency • Leadership • Workplace Satisfaction • Compassion

# Our strategic Goals



We are committed to deliver our Mission and Vision as we:

- Enhance**  
**Enhance Resident Services:**  
 All residents continuously receive our best care, services and support
- Enrich**  
**Enrich Workforce:**  
 Attract and retain team members who are equipped, resident focused, engaged, and work harmoniously
- Energize**  
**Energize Re-development:**  
 Complete the facility capital development project, and successful operations migration and startup
- Engage**  
**Engage Partners:**  
 Engage in activities that enable our vision through healthcare partnerships and in local community initiatives
- Enable**  
**Enable Communications:**  
 Connect with local communities, partners, and new audiences to share valuable information.



## **Enhance Resident Services**

### **Our residents continuously receive our best care and support**

Valley Manor's Quality Improvement Plan continues to be developed with the voice of our residents and their family members/POA's/SDM's, and in effort to attain and sustain provincial benchmarks for long-term care quality Indicators.

Valley Manor is focusing on timely and efficient transitions in an effort to reduce the number of potentially avoidable ED visits. The home will also continue to improve service excellence by implementing change ideas to build upon how well we are listening to our residents as the home increases their partnerships with the community.

The CEO and the Leadership team will also continue to strengthen the relationship with the residents by working closer with them, and encouraging them to voice their opinions at Continuous Quality Improvement meetings, Resident's Council meetings, Multi-Disciplinary Care Conference Meetings, and with each interaction. In an effort to ensure that we are treating our residents with courtesy and respect and in a way that fully recognizes the resident's inherent dignity, worth and individuality a change idea has been implemented to ensure the resident voices their choice.

Valley Manor installed new air conditioning in all of resident rooms in 2021 as an initiative in Long Term Care provincially. Valley Manor is now completely air conditioned in all common areas and resident rooms.

In response to the Long-Term Care Homes Public Inquiry, we also completed the Medication Safety Self-Assessment for Long-Term Care which led us to engage a new pharmacy provider called MediSystems. MediSystems is a premier provider of innovative pharmacy services in Canada. The clinical staff continue to train on the new medication dispensing cabinet which provides an additional layer of safety for all residents whereby reducing medication errors.

Changes were made to the physical environment of the home by creating a "Covid-Unit" which can be utilized during any outbreak whereby residents who present with flulike symptoms will be placed in these negative pressure rooms which promote best practice infection control measures.

The COVID-19 pandemic brought many changes to our residents including social isolation from their family and friends related to mandates from the Ministry of Health & Public Health directives.

Quality Improvements implemented by the Activities department to improve the resident's social index of engagement included 1:1 window visits with family or friends, virtual visits, and telephone visits.

The Activities department also continued to offer Intergenerational programs virtually as well as window visits.

Students from a local elementary school visited outdoors and a portable microphone was provided to them so that they could communicate with the residents. They performed songs and also performed a Halloween Parade. Residents were able to participate in the lounges socially distanced, or in the comfort of their rooms if they preferred.

The Activity department also arranged for virtual spiritual visits with the local elementary school through Google meet, and the children and the residents recited the rosary.

Pen Pals with local students were also arranged followed by a window visit so that residents and students could see who their Pen Pal was.

These opportunities improved the resident's mood, decreased their anxiety, and improved their self-worth. Seniors provide a positive connection for our youth and often are strong role models for children to look up to and admire. Students often connect with the residents and form bonds that are very valuable to them throughout their lives.

As we continue our journey by placing the resident's first, ongoing use of technology and partnerships with the local school and day care will continue to be a priority.

## Enrich

### **Enrich Workforce**

**Attract and retain team members who are equipped, resident focused, engaged and work harmoniously.**

The home added a Director of HR position to assist with the increase in HR requirements and to assist with the establishment of a progressive HR campaign to attract, recruit and retain employees to long term care, considering the negative impact that the pandemic has placed on working in long term care provincially.

Valley Manor has engaged a consultant to assist with the creation of a new master schedule for the PSW team, The labour force has drastically changed since the pandemic and Valley Manor and the union have agreed to work together to create a modernized schedule which addresses the reduced labour force in our remote area while trying to provide work life balance and improved outcomes for our employees.

Valley Manor renegotiated both the ONA and USW Collective Agreements in 2021. ONA's agreement has been ratified and the USW remains outstanding due to Arbitration and Bill 124.

Valley Manor applied for and received a grant for mental health support from Unity Health. Some of the grant money was put towards the health and wellness of all staff and 2 full body massage chairs were purchased for the team to use at any time in an effort to promote physical and mental health in the workplace.

Monthly staff appreciation celebrations continue for all staff on a scheduled and planned basis whereby the staff are honoured and recognized for all that they do for the residents at these recognition events. Recognition of the Valley Manor workforce is has always been a priority and more emphasis is being put into ensuring that the team is healthy and engaged leads to improved outcomes.

Valley Manor has engaged with Staffing Agencies in an effort to fill gaps in our schedules and to continue to have back up staff when the need arises. Valley Manor currently uses these agencies for nurses and PSW's. Valley Manor's leadership team enrolled in a Mental Health First Aide Course with plans to educate all staff on this very important mental health crisis that no one is immune to.

## Engage

### **Engage Partners**

**Engage in activities that enable our vision through partnerships and in local community initiatives.**

Valley Manor continues its very positive partnership with the St. Francis Valley Healthcare Foundation, the Madawaska Community Circle of Health, Loyalist College, Behavioural Supports Ontario, and participates in the Joint Ethics Advisory Committee.

The CEO continues to participate in the Capital Development Advisory Group for Advantage Ontario.

Valley Manor actively participates in Think Research programs

DOC obtained recertification in gerontology and palliative hospice care through the Canadian Nurses Association.

Participation in the in the Renfrew County Administrator Network

The CEO and other members of the leadership team are also actively participating in the Ontario Health Team.

Valley Manor ensures that there is participation and representation at the enabler groups for the OHT such as governance, communications, and finance to ensure that there is always a long-term care partner at these tables

Valley Manor continues to partner with St. Francis Memorial Hospital for their IT service and foot care services.

Valley Manor continues to have representation at many regional and provincial tables such as the Canadian Society for Nutrition Management, Advantage Ontario's Capital Redevelopment Group, IPAC Community of Practice, Madawaska Valley Physician Recruitment, and the Regional Not For-Profit Long-Term Care Tables.

## Energize

### **Energize redevelopment**

**Complete the facility capital development project and successful operation, migrations and start up.**

We continue the journey in redevelopment as our 90-bed not-for-profit home has a Category "C" status. The CEO is dedicated to the Redevelopment process and has engaged the Resident's Council, other residents, their families/POA/SDM's, the staff, and the public on the redevelopment process.

Valley Manor has completed the demolition of Sherwood Public School where the future site of the new Valley Manor Long Term Care Home will be.

Although Valley Manor has been approved by the Ministry to redevelop, there remains a number of pressures during the pandemic which have increased the cost of construction. Valley Manor expects that these pressures will impact the planned construction and we are working closely with the Capital Branch of the Ministry of Long-

Term Care, Infrastructure Ontario, and our local MPP to continue moving the redevelopment of Valley Manor forward.

Currently working closely with Infrastructure Ontario accessing the loan guarantee program which was established in 2021. Infrastructure Ontario and the Ministry of Long-Term Care launched the province's Long Term Care Development Program in order to address capacity issues in long term care. The program provides guaranteed loans for select not for profit projects to expedite the projects that are in the most need.

Valley Manor and SFMH, have acquired a 26-acre parcel of land. This purchase will protect the land and ensure that it is used for projects that are in-line with our vision, and will benefit patients, residents, families, staff and physicians. The land is located adjacent to the Hospital and the redevelopment site for Valley Manor and includes a strip of land running between St. Francis Memorial Drive and Beanish Street. Involved in making the transaction happen, the Council for the Township of Madawaska Valley, and the Boards of Valley Manor and the St. Francis Memorial Hospital endorsed this project as a strategy for the future of health care for the community and provided strong support for the initiative.

## Reflections

By Gail Yantha DOC & Trisha DesLaurier CEO

Covid-19 introduced itself to the world in late December 2019. At first, we heard it was a virus found in Wuhan, China. Before long, staff and residents in LTC Homes were on a “crash-course” with this new threat.

These have been unprecedented times for the world and for our home. Early in the COVID-19 pandemic long term care homes faced scrutiny and negative media. It also exposed staff-shortages, insufficient PPE, and neglect.

The COVID-19 pandemic was stressful in itself; however, this created increased anxiety among the frontline staff. At the same time the Ministry of Long-Term Care was communicating guidance documents along with the Ontario Chief Medical Officer of Health regarding the pandemic. From the beginning of the pandemic the CEO and Leadership team, along with the Infection Control Practitioner have provided outstanding communication to the staff. Valley Manor residents and staff managed to prepare for the looming threat. Many changes were made. Internal processes were assessed to ensure maximum safety for all.

Some changes are worthy of being highlighted. These include vaccine mandates for staff, limiting staff to one workplace, cohorting, social distancing, masking, eye protection, hand hygiene, swabbing, screening and security.

For residents, it meant vaccine, isolation, separation from family, friends and other residents, loneliness, mental anguish, fear, cohorting, twice daily surveillance, being swabbed with any symptom, having “in-room” dining, social distancing, and lack of group activities. It also included loss of services such as foot care, dental hygiene services and hairdressing.

The physical environment at the Manor included the creation of a “Covid-Unit”.

Staff engaged in crash courses in infection control and negative pressure rooms that became part of the new unit. We had visits from the Ottawa Public Health as well as from Renfrew County Public Health Unit to support our journey.

A staffing contingency plan had to be updated due to staffing shortages. The shortage was magnified by loss of staff due to being limited to working in one facility and by the vaccine mandate.

Valley Manor worked to increase staffing to ensure provision of excellent care for our residents. Agency staff was brought in and have been a welcomed support system as they worked alongside our staff.

All staff and all departments embraced all of the changes required to meet the new challenges. Residents were supported in staying connected to loved ones through phone calls, Skype, window visits, Facetime, etc.

Staff spent extra time doing 1:1 visits. Staff was cohorted to home areas in effort to maintain consistency of care.

Extra cleaning of high-touch areas was completed several times daily. The housekeeping staff quickly retrained and retooled to work as Resident Service Attendants while we brought in an external environmental service company. Education was provided to all staff and regular meetings were held to keep everyone updated with all changes.

A multitude of reports were submitted to the Ministry time-and-time again with regards to staffing, personal protective equipment, vaccine status for residents and staff, and occupancy rates. Changes came fast and furious. It was a “tornado of change” that was hard to keep up with. The resiliency of all involved is nothing short of miraculous!

What we have learned most since our last AGM is how well our team prioritizes, works together, and how dedicated they are to the residents who call Valley Manor "home".

Despite the Pandemic the home created the new 2022-2027 Strategic Plan which was created with the Board of Directors and our Leadership team in collaboration and with input from community and healthcare partners, stakeholders, residents and families.

Accreditation will take place in October of 2022 and there is continuous and ongoing preparation for it. Partnerships continued to be developed throughout the Pandemic with the Renfrew County District Health Unit, the Pembroke Regional Hospital Infection Prevention, the Ottawa Public Health, and with the Funeral Directors to manage resident deaths within the home during the pandemic.

Valley Manor partnered with the St. Francis Memorial Foot Care Clinic, Algonquin College, Loyalist College, Willis College, Native Education & Training College, CDSBEO, and the County of Renfrew Paramedic Service.

We have seen improvements in resident outcomes through quality improvements throughout the past year. As we aim to the future, we will build upon our quality improvements cultivating a diverse home where all are welcome and respected.

It is now time to reflect on how Valley Manor managed the Pandemic to this point. The residents need to be thanked for their kindness. Despite the many restrictions and changes they faced, our residents were frequently thanking staff and expressing appreciation.

All staff and Management need to be recognized and thanked for working through this extraordinary time. Those present stepped up to meet the challenges...and there were many!

Families need to be thanked for enduring the isolation from their loved one and placing trust in the Valley Manor. Families also expressed gratitude to staff and management for keeping their loved one safe.

This was a very, very difficult and frightening time in light of the tragic news about the Pandemic and the unfortunate outcomes at many long-term care homes in the initial waves. Social Media kept inundating everyone with information. We will be forever grateful to the support from residents and families through this time.

It is an historical event in all of our lives and has impacted us to no end. It certainly shows the strength of the Valley Manor community.

It is important to acknowledge that the Pandemic has shed light on the weaknesses in Long-Term Care in general. This includes everything from the physical environment of facilities, the lack of space, the Resident's Bill of Rights, Staffing Models including the hours of care per resident, Emergency Preparedness and funding. It is our hope that the lessons of the past 2+ years will result in positive outcomes for the future in this sector.



# 2021 FINANCIAL SNAPSHOT

Prepared by Stacey McDonald, Director HR & Finance

## Revenues

\$ 8,060,077

MOHLTC	77.0%
Residents	22.4%
Others	0.6%

Additional funding was received in 2021 from the Ministry to assist with COVID-19 related expenses.

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

Nursing	\$ 100.26	\$107.14
Programs	\$ 12.06	\$ 12.06
Raw Food	\$ 9.54	\$ 9.54
Other Accommodation	\$ 56.16	\$ 56.16
<b>Total</b>	<b>\$ 178.02</b>	<b>\$184.90</b>

## 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)



## Expenses

\$7,870,727

Wages/Benefits	79.0%
Supplies	15.3%
Facility Costs	5.7%

## Valley Manor Overview

Beds Available	Bed Occupancy
Private: 12	Private: 10
Semi-Private: 42	Semi-Private: 23
Ward: 30	Spousal Reun: 6
	Ward: 34
<b>Total beds: 86</b>	<b>Occupancy rate: 78.1%</b>

Occupancy rate was lower in 2021 due to COVID-19. Less staff were available and there were times when new admissions were not permitted due to staffing &/or outbreak.

## Unrealized Pref. Revenues

Private: \$7,380
Semi: <u>\$51,052</u>
<b>Total: \$58,632</b>

2021 discharges/deaths: 24

## Monthly Rates December 2021

Bed:	\$1,891.31
Semi-Private:	\$2,150.46
Private:	\$2,474.40

## Current Wait List

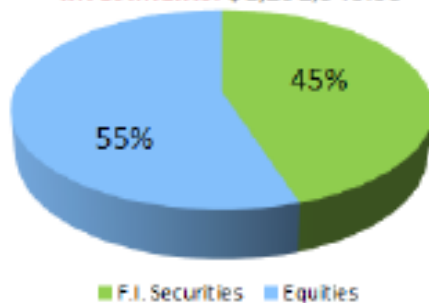
Private: 14
Semi-Private: 15
Ward: 77
<b>Total: 82</b>

## Unions

ONA  
RN/RPN: 26

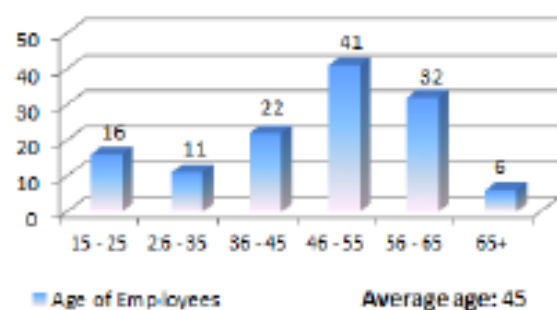
USW  
PSW: 52

Investments: \$1,291,545.53



Valley Manor contributes  
over **\$555,000/month** in  
wages & benefits to the  
local economy

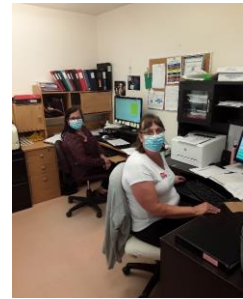
## Aging Workforce (2021)



Average # of FT sick days  
4.5 days/year

# of  
Employees 44  
Full-time 84  
Part-time  
FTE 83

# Our Amazing Valley Manor Family!





## Admissions & Occupancy 2021

- # of Crisis Residents Admitted - **5**
- # of Admissions from SFMH - **4**
- # of residents on waiting list - **82**

*Admissions were low due to pandemic*

## Residents

- **80** residents live at Valley Manor
- **15** falls (some residents had multiple falls)
- **3** residents ambulate independently in their room
- **8** residents using roam alert
- **72/80** residents incontinent
- **15** resident-to-staff physical assaults on day shift
- **27** residents participating in virtual visits- zoom, skype
- **5** resident-to-staff physical assaults on night shift
- **69** residents are using antipsychotic medications
- **27** music therapy programs offered
- **3** residents utilize oxygen

*Based on a monthly average  
Pandemic numbers*

## Facility Services

- # of loads of laundry monthly = **596**
- # of work orders monthly - **236**
- # of unplanned service repairs monthly **102**



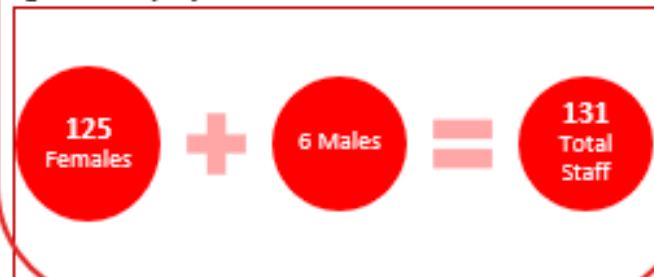
## Human Resources

- The Average Age of an Employee at Valley Manor is **46** years
- Most employees are in the **45-55-year** age group

Figure 1: Employment Mix



Figure 2: Employment Gender Mix



## Physiotherapy

- There are **15** referrals to Physiotherapy per month
  - There are **26** referrals to Registered Dietician per month
- On average*

Medical Director Report  
**Dr. Jason Malinowski**



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

Since my last dispatch to the Annual General Meeting, there is more cause for hope. The COVID-19 pandemic appears to be slowly abating, although we have had some concerning waves of infection this past year. The staff, residents and families are to be commended for engaging as well as they did with the uptake of vaccines and other anti-infective measures to combat the waves of disease. Hopefully the summer will be quiet on the respiratory virus front and we will be better prepared through the fall-winter season. There have been late surges in the wider community of RSV and influenza, although, so far the home has been spared any outbreaks from those pathogens.

As a reflection of the challenges seen in the LTC sector during (and prior to) the pandemic, the government has proclaimed the “Fixing Long-Term Care” act this year. The Act strengthens the accountability of the home to the residents and families and sets out in more detail the responsibilities of the caregivers. The leadership team and the physicians are examining the details of the new regulations and their effects on the workings of the home, and are engaging with their implementation.

It is an exciting year for the home as Accreditation is happening in the fall, and the teams are busy with the pre-accreditation preparations.

Since the last report we were informed of the impending retirement of Dr. Ray Dawes. Also, Dr. Henry Tiedje has retired from the care of his LTC residents this past year. We thank Drs. Dawes and Tiedje for their years of service to the residents of Valley Manor and wish them peace and rest in their post-LTC lives. We welcome Dr. Erin Murray, who will be joining the team in the second half of 2022.

Since the last AGM, the pharmacy provider for the home has also changed, and we gave our thanks to Chris Briggs and the team from Lorraine’s Pharmacy for their commitment and long service to the home. We also welcomed the team from MediSystems and have been benefitting from their experience working with other homes to improve our processes and reporting.

As I had stated in my last report, we continue to meet the challenges bravely and deliberately. We celebrate the successes proudly. This has been an extremely challenging time for us as a global society, and as a long-term care home. There is hope, as we begin to normalize the lives of our staff and residents, and look forward to the next exciting venture: redevelopment.

## St. Francis Valley HealthCare Foundation



As we reflect on this past year, we are extremely proud of the accomplishments achieved by the entire Foundation Team. The Foundation's mission is to *inspire individuals to support exceptional healthcare in our community*. We are inspired by the generosity and passion of our healthcare community every day. Together, we are making a difference.

Our team of staff and volunteers continued to adapt programs and events to address Covid requirements, finding new ways to meet and hold events, to say thank you, and to engage our donors and the community. The Foundation Staff team was almost "brand new" once again with a new Donor Relations Coordinator filling in for a maternity leave, a new Administrative Assistant and a new Bookkeeper. And yet, the Foundation Team exceeded our revenue target, realizing almost **\$827K** while keeping expenses under projections.

Healthcare in our community is the benefactor of the dollars we raise. This year the Foundation provided:

- ▣ \$3,472 to Valley Manor to help fund activities and comforts to residents; ▣ \$39,500 to support the Hospice Palliative Care Program including volunteer training, and caretaker and bereavement programming; and
- ▣ \$233,000 for equipment purchases at St. Francis, Memorial Hospital including vital signs monitors, a replacement piece for the main X-Ray machine and an intubation device.

The Valley Manor Redevelopment Campaign wrapped up with an additional \$56,310 raised through residual pledges. Although delayed in June, the ER Redevelopment Campaign received a net boost of \$86,347. We are pleased to finish our year with an unrestricted surplus of \$66,520 that will be earmarked for the future purchase of an ultrasound machine for the Hospital.

The Foundation is very proud of the relationships that have been built with our donors, volunteers and partners over many years. Personal connections are very important, and so in a time when face to face interactions were not possible, other creative ways were needed.

The Foundation's presence in the community through the local newspapers and radio, and enhanced social media were very important to help maintain our relationships with current donors while building awareness of the Foundation for potential new donors. Over 400 personal phone calls were made by the Board, our healthcare partners, event volunteers, and staff to simply say "thank you". We continue to exceed the industry standard of 43% for donor retention. This year we were at 62%.

Planning for our future is key this year. The Campaign Plan for the Emergency Department Redevelopment project was approved by the Board in June. The Foundation's recently completed and approved Foundation's Strategic Plan will guide our work for the next five years. The Governance Committee devoted a significant amount of time reviewing and recommending changes to our current By-Laws to meet the new ONCA requirements. Our goal is to have this work completed in 2022/23.

It is an honour to work with such kind and generous people, ensuring that everyone in our community has access to exceptional healthcare when they need it, close to home. Thank you to our healthcare partners for your dedication in serving our community, to our donors for your ongoing generosity, to our volunteers for your passion and commitment, to our Board for your dedication and support and to the Foundation staff who work tirelessly to keep everything and everyone running smoothly and with purpose.

Four Community Directors will be leaving our Foundation Board as of June 21, 2022 including Cathy Pitts, Victoria Cybulski-Blank, Sheilagh Dunn and Marlene Shulist. Lorraine Finn, President of the SFM Hospital Auxiliary and an Ex Officio Director on the Foundation Board has informed the Board that she will be leaving the Foundation Board in the Fall of 2022. Until such time, we are pleased to have Lorraine continue to serve as a Board Director.

We will be celebrating all our retirees in the fall when we can meet face to face. For now, please know that your commitment, dedication and amazing support is very much appreciated. A huge thank you to each of you! What can we expect for 2022/23? Our efforts will be focused in areas designed to grow our fundraising revenues over time, expand and diversify our donor base, strengthen a strong Foundation, and enhance our partnerships. Activities such as the Hospital ER Redevelopment Campaign, exploring ways to reach new residents to the area, developing a new “signature event” for Valley Manor, continued enhancement of our communications programs and technology, and finalizing our By-Laws to meet ONCA requirements will set us up well for the future. We will continue to stay connected with our donors. We are determined to support exceptional healthcare in our community. Thank you.

Warm regards,

Karen Tierney  
Proud Donor; Board Chair



Erin Gienow  
Proud Donor; Executive Director

