

**VALLEY MANOR INC.  
ANNUAL GENERAL MEETING  
October 29<sup>th</sup>, 2024**



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



## ***Valley Manor Board & Executive***



Annabel Marsh, Board Chair



Jill Vermaire,  
Secretary/Treasurer



Gwen Brown, Board  
Member



Cathy Borutski, Board  
Member



Liz Polatynski,  
Board Member



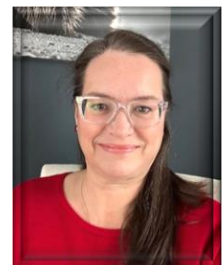
Trisha DesLaurier,  
CEO



Gail Yantha, Acting CEO  
& Sr. Director of Care



Chantel Brown, Jr.  
Director of Care



Kathy Innocente,  
Manager of HR &  
Finance



## **CEO & BOARD CHAIR REPORT**

We are honoured to present the report to the community for the 49th Annual General Meeting of Valley Manor. The past year has been a period of significant growth and change as we navigate the challenges posed by the everlasting effects of the COVID-19 pandemic.

### **Year of Growth and Change**

As we emerge from the difficulties of recent years related to covid, staffing and redevelopment delays, Valley Manor is dedicated to forging a path forward that encompasses new legislation, construction projects, funding policies, and enhanced recruitment and retention protocols. Our unwavering focus remains on providing top-level care for our beloved residents.

### **Leadership Transition**

This year, we experienced several leadership retirements, resulting in a refreshed slate of leaders. Our new team brings fresh perspectives and innovative ideas that we eagerly welcome and are actively implementing as we move forward.

### **Commitment to Care**

To maintain the highest level of care for our residents, we are utilizing agency staff to fill any gaps while we work towards our goal of 4.0 hours of care per resident by 2025. Our robust Continuous Quality Improvement (CQI) committee is recognized for its exemplary programs, which have become models for many other organizations in the region.

We are also excited to announce our transition to a new accreditation body, CARE, as we prepare for our upcoming accreditation in 2028. Compliance inspections, Ministry of Long-Term Care and the Ministry of Labour remain a critical part of our operations, and we continue to excel in meeting these regulations.

### **Governance**

This year, our Board of Directors has been refreshed with a blend of new faces and seasoned members. Our Board of Directors continues to evolve as we continue to recruit for key core competencies within the Valley Manor Governance Skills matrix. Special thanks and best wishes to Bill Rodnick who served as Valley Manor's Board Chair for the past year. Thank you for your time and service to the organization.



## Safety and Redevelopment

Valley Manor successfully completed its triannual full evacuation at the end of September, led by our dedicated evacuation committee and Fire Chief Corwin Quaid. Additionally, our redevelopment project update is available and we have included a full-page update in this year's report.

Effective October 15<sup>th</sup>, Valley Manor received approval for a 5-year long term care licence extension to operate from 2025-2030.

## New Leadership in Care

We are pleased to announce the successful recruitment of Chantel Brown, RN, as our new Director of Care. Chantel will be replacing Gail Yantha, who has provided exemplary service to Valley Manor and its residents for the past 16 years. We extend our deepest gratitude to Gail for her dedication and commitment as she embarks on her well-deserved retirement to spend time with her family and grandchildren in June 2025. We warmly welcome Chantel, who has been a valued member of our team for over 30 years.

We also reflect on one of our legacy leaders, Mila Pereira, Manager of Financial Services from 1992-2019 who will be dearly missed but will continue to inspire us in spirit. Our deepest condolences are extended to Glenn Pereira and family.

## Looking Ahead

We are excited about the future of Valley Manor and are committed to sharing positive advancements and important information with our community. Thank you for your ongoing support as we continue to strive for excellence in care and service while continuing to secure long term care in the community of Barry's Bay.

*Trisha DesLaurier*

CEO

*Annabel Marsh*

Board Chair



*A beautiful photo of the Valley Manor Fountain while the sun sets which is enjoyed by residents, families and staff.*

FROM THE DESK OF  
**DR. JASON MALINOWSKI**  
Medical Director, Valley Manor LTC Home  
Barry's Bay, Ontario



October, 2024

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, the home continues to experience frequent respiratory outbreaks, whether from COVID or other respiratory pathogens. Our residents, families, and staff face these outbreaks bravely, realizing the disruption and isolation they cause to our residents' quality of life.

We continue to parse out the details of what the Fixing Long Term Care act legislation means for our home, and implementing the requirements. We have had productive meetings between the physicians and the administration of the home to reduce the physicians' documentation burden - while meeting the statutory requirements set out by our respective governing bodies and legislation.

Since the last report there have been no new additions to the medical staff covering Valley Manor.

As a medical staff, we agree it remains an honour to look after these vulnerable seniors in our community.

Dr. Jason Malinowski



## Admissions & Occupancy 2023

- # of Crisis Residents Admitted- **18**
- # of Admissions from SFMH - **6**
- # of residents on waiting list - **102**

### Residents

based on a monthly average

- **83** residents live at Valley Manor
- **24** falls (some residents had multiple falls)
- **5** residents ambulate independently in their room
- **5** residents using roam alert
- **73** residents with significant cognitive impairment.
- **23** resident-to-staff physical assaults on evening shift
- **411** music therapy programs offered
- **8** residents utilize oxygen
- **505** I Tap visits
- **10** residents participate in Nursing Restorative care program
- **0** residents are taking anti-psychotics without a diagnosis of psychosis.

Occupancy low due to Covid Outbreaks

### Facility Services

- # of loads of laundry monthly = **606**
- # of maintenance work orders monthly- **243**



## Human Resources

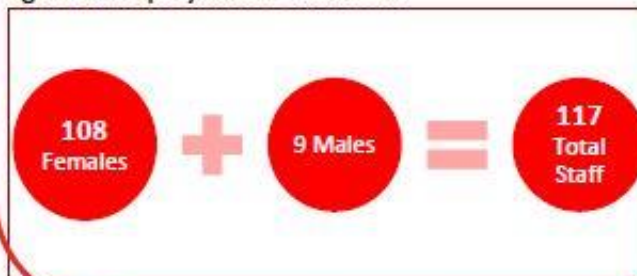
- The Average Age of an Employee at Valley Manor is **53** years
- Total number of Agency Staff **6**

As of December 2023

Figure 1: Employment Mix



Figure 1: Employment Gender Mix



### Physiotherapy

- There are **28** referrals to Physiotherapy per month
- There are **23** referrals to Registered Dietician per month
- on average*



# Valley Manor's Strategic Plan 2022-2027



## Enhance

### Enhance Resident Services

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

The 2024/25 Quality Improvement initiatives that the home is focusing on continue to embrace the home's Strategic Plan 2022-2027, and build upon the foundation values of Integrity, Transparency, Leadership, Workplace Satisfaction, and Compassion. Valley Manor's Quality Improvement initiatives continue to be developed with the voice of our residents and their family members/POA's/SDM's, the Continuous Quality Improvement Committee, the Board of Directors, the staff, and other key stakeholders in effort to attain and sustain provincial benchmarks for long-term care and to improve the experience of the resident.

Valley Manor has chosen to continue to focus on Access and Flow acknowledging the rapidly increasing complexity, acuity, and unpredictability of our resident's health. At the time of the development of our Quality Improvement plan the home's performance for potentially avoidable ED visits was 27.36% which was above the provincial average of 21%. 39 resident transfers to the Emergency Department had occurred with repeated visits from some of the residents. This highlights the complexity of caring for our resident population. 8 residents had 2 or more visits to the Emergency Department during this time frame. Valley Manor has implemented change ideas in effort to reduce the potentially avoidable Emergency Department visits. Change ideas include the creation and implementation of an SBAR transfer checklist for Registered Nurses, Active collaboration with the Medical Director, CEO, DOC, and Lead of the Continuous Quality Improvement Committee, and improved awareness to residents and their SDM's on treatments that can be provided within the home.

Valley Manor has also implemented change ideas to improve the resident's experience, and the home acknowledges that residents who have positive experiences often have better health outcomes. With the implementation of an online resident and family satisfaction survey the home received feedback from 48% of the resident population, compared to 7%

the previous year, leading to measurable improvement. Action plans were created based on the results of the survey for improvement in services.

Valley Manor is also focusing on the home's Vision statement, "Cultivating a diverse home where all are welcome and respected", by implementing change ideas that support equity, diversity, inclusion, and anti-racism.

Valley Manor is also choosing to focus on resident safety and has implemented change ideas to improve our current performance for the % of LTC home residents who fell in the 30 days leading up to their assessment. The home recognizes that falls can be life-changing for our residents, and can also lead to death. Falls prevention is a priority indicator for our home to ensure that the resident experience is positive and that strategies to reduce or mitigate falls are in place.

Valley Manor was successful in securing a new van for all of our residents, which has the capacity to seat more than one resident at a time. The van has been enjoyed by many residents.

The residents have had an extensive replacement of all fabric furniture throughout the home and in their rooms. This incentive was funded by the Ministry of Long-Term Care through the surplus pandemic funding. All of the furniture that was replaced was Infection Prevention and Control (IPAC) approved, wipeable material. Additionally, we were able to utilize more of this pandemic funding to remove the carpets throughout the home and replace them with infection control approved laminate flooring. New therapeutic mattresses, new wardrobes, new Broda chairs, new bariatric furniture throughout the facility, robotic therapy pets, baby dolls, and new slings for our lifts were also purchased for our residents this year. These new additions are courtesy of the final pandemic funding combined with donations from the St. Francis Valley Healthcare Foundation donors from the community.

Our Annual Memorial Service was held on Friday, May 31st, 2024 at 10:00 a.m., and very well attended. This special Memorial Service allows families and friends to gather and celebrate the lives of the residents who passed away the previous year.

At Valley Manor we try to make many of our Activities, "Home-Style." From planting a vegetable garden annually, cutting strawberries and beans in the summertime, to our monthly baking programs; we maintain many of our resident's former abilities and interests in the activities that we program. The Activity department has developed and implemented a new group that gathers every Monday morning, called "Handy Helpers." At this program, the Activity staff model to the residents, how the Laundry Department would like the towels folded, and the residents follow the lead of the Activity Staff. The Laundry Department is very grateful for the help that they receive from our residents, and the residents feel valued and accomplished for the work that they completed.

We are pleased to welcome Khashayar Amirhosseini, BSc, MBA, RD, as our new Registered Dietitian. Khashayar began working at the home on August 9th. With his extensive background in nutrition and management, Khashayar plays a crucial role in enhancing the nutritional care and services we provide to our residents.

Valley Manor's Behavioural Support Ontario (BSO) team continues to build momentum in 2024. Fostering the partnership with the Royal Ottawa Mental Health Centre has led to improved quality of care and quality of life for residents with, or at risk of, responsive behaviours associated with dementia, complex mental health, substance use disorders and neurological conditions. The home's BSO PSW Claudia Coulas has been working closely with Mariah Tennant, BSO RPN, and Anna Hall, Behavioural Therapist. The BSO PSW supports the residents, families, and staff in identifying and modifying environmental factors related to responsive behaviours, as well as providing nonpharmacological interventions for care and integration of the resident into their new home. The BSO RPN conducts holistic assessments to rule out contributing factors of responsive behaviours, and also provides support directly to the BSO PSW. The Behavioural Therapist participates in collaborative behavioural discussions, BSO process evaluation/support/assistance in the homes, behavioural education sessions, and behavioural assessments and consultations. Together they are embracing and demonstrating the BSO Core Competencies.



On September 12, 13, 16, 17, 18, 19, 20, and 23, 2024 the home had a Proactive Compliance Inspection completed by Inspectors from the Ministry of Long-Term Care. Proactive Inspection means inspections that are initiated by the Ministry of Long-Term Care without being triggered by a specific complaint, but rather as part of the LTC homes greater compliance strategy. These inspections assess compliance against legislative provisions. The home received zero compliance orders which confirms that Valley Manor is in compliance with the Fixing Long-Term Care Act 2021. Valley Manor did receive written notifications which are recommendations for growth in the areas of IPAC, Food, Nutrition and Hydration, Safe & Secure Home and Residents and Family Councils. Valley Manor is working on action plans for improvement in the aforementioned areas and will work with the CQI committee for quality improvement.

## Enrich

# Enrich Workforce

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

The Manager of HR & Finance position continues to assist with HR demands with the assistance of the Administrative Coordinator. To round out the HR & Finance Departments staffing portfolio Valley Manor has obtained the services of a CPA to assist with financial matters and LTC reporting.

The 2023 year saw Valley Manor implement a Referral and Sign on Incentive pilot project. This new project encouraged staff to participate in the recruitment of new staff in all departments as well incentivize those that are considering joining the Manor. The Incentive program was successful in bringing a number of new recruits to our staffing contingent. We successfully hired 24 new staff in a variety of departments.

Valley Manor begins ONA bargaining the week of October 21, 2024 with both sides coming together for two days of bargaining.

Valley Manor is proud to announce that a team of staff have begun a program entitled 'Workplace Mental Health in LTC'. This program is provided by the Ontario Centres for Learning, Research and Innovation in Long-Term Care. This 6-month program is aimed at supporting LTC homes across Ontario to adopt the *National Standard of Canada for Psychological Health and Safety in the Workplace*. It will also support LTC leaders to build an organizational culture that promotes and protects the mental health of all team members, and improves workforce productivity, recruitment and retention. We aim to foster a happier, healthier, more resilient workforce who will ultimately be more capable of providing quality care for residents.

A key part of fostering a healthier workforce is to conduct Employee Satisfaction Survey's. Survey's provide valuable insight into how employees feel about their jobs, their relationships with management, their perception of the overall health of the workplace environment and how they fit into it. Surveying staff allows us to assess the following:

- Job satisfaction among the workforce
- Identify aspects that contribute to job satisfaction
- Enable organizations to retain top talent and reduce turnover
- Allow management better insight into how they can improve systems and processes that are in place
- Identify common areas in which employees feel unsatisfied or frustrated
- Understand how happy or unhappy employees are at the workplace
- Gauge employee satisfaction on a regular and ongoing basis

An Employee Satisfaction Survey is in the planning stages, and we hope to have it out to staff by the New Year.

A Palliative Approach to Care is another Collaboration that Valley Manor embarked upon. Education has been received and knowledge transfer has been completed. We have a Resource person who provides tremendous support to the home.

## Engage

# Engage Partners

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

Valley Manor continues its 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 which is an advocacy group for not-for-profit long term care homes. Most recently advocating for increased funding for rural not for profit homes.

The Manager of HR & Finance has become an active participant on the Health & Human Resources Advisory Group for Advantage Ontario.

Valley Manor continues to actively participate in Think Research programs

Participation in the in the Renfrew County Administrator Network and the Region 7 Advantage Ontario Long Term Care Network.

The CEO and other members of the leadership team are also actively participating in the Ontario Health Teams which includes HHR, 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 regions 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.**

### **Why is this redevelopment project taking so long?**

The redevelopment planning faced significant delays due to the pandemic, which hit just as plans were solidifying in 2019. Valley Manor's application to the Ontario Financing Authority was unsuccessful since they do not lend to independent long-term care homes without hospital partnerships. Attempts to partner did not come to fruition. Additionally, Renfrew County is unable to provide additional municipal support, and our small community lacks the fundraising capacity to meet the 10% local share requirement of 4.5 million dollars, further complicating the project, despite the fantastic fundraising campaign that the Foundation executed.

#### **1. Why does this project cost so much?**

The cost escalated significantly due to rising labor and construction material prices, with estimates rising from \$27.6 million in 2019 to nearly \$48.9 million in 2024.

2019-	\$27,576,004 PRE-COVID
2021-	\$34,789,709 MID COVID
2024-	\$48,891,949 POST COVID CURRENT and escalating

Although the Ministry introduced temporary construction funding subsidies, they remain insufficient for the not-for-profit sector's needs.

#### **2. Why is it so hard for the Manor to close the funding gap when other homes clearly have?**

As a not-for-profit rural home, Valley Manor faces inflated building costs due to its geographical location. Unlike stand-alone homes that are partnered with hospitals and thus qualify for better financial loans, Valley Manor does not receive municipal subsidies, making it harder to meet funding requirements. Other communities also have stronger fundraising capabilities due to location and base population, while ours is limited; however, not due to unwillingness of the community.

#### **3. Why are other long-term care homes developing before Valley Manor?**

Funding structures differ between homes. Not-for-profit homes like Valley Manor do not receive additional funding beyond the construction subsidy, while municipal and for-profit homes benefit from different financing arrangements that facilitate their redevelopment.

#### **4. What about the funds raised by the Foundation for the redevelopment? What is happening to them?**

The funds raised by the Foundation are being held specifically for the redevelopment project and will continue to be held until final approval from the Ministry of Long-Term Care is obtained. A pay out schedule will then be determined with our Foundation partner. Valley Manor graciously appreciates the support and funds donated to the campaign by our community to date.

#### **5. Will the license be renewed for Valley Manor past 2025?**

Yes, license approvals for five-year extensions are underway due to the common funding challenges faced by many not-for-profit homes. Valley Manor is actively pursuing this extension, highlighting the ongoing need for long-term care in our area.

#### **6. What is Valley Manor doing with the property beside the hospital while it sits vacant?**

Valley Manor is collaborating with SFMH to utilize the property until the final approval for our redevelopment is received.

#### **7. What is the difference between Not-for-Profit, Municipal, and For-Profit LTC homes?**

- Ontario has **627 long-term care homes**, housing over **78,000 residents**.
- The breakdown is approximately **16% publicly owned**, **57% for-profit**, and **27% not-for-profit**.
- All homes must be licensed by the **Ministry of Long-Term Care**, which also determines the number and location of beds across the province.

This structure highlights the varying funding mechanisms and operational goals across the different types of LTC homes, influencing the level of care residents receive.

In Ontario, there are three main types of long-term care (LTC) homes:

##### **1. Not-for-Profit LTC Homes**

- **Ownership:** Owned by private organizations that reinvest surplus funds into services and operations.



- **Funding:** Receive government funding based on bed count and service types, but do not benefit from additional financial incentives compared to for-profit or municipal homes.
  - **Goal:** Focus on enhancing resident care rather than generating profit.
2. **Municipal LTC Homes**
- **Ownership:** Owned and operated by municipalities.
  - **Funding:** Receive provincial funding similar to not-for-profit homes, plus additional financial support from municipal tax revenues.
  - **Advantage:** This supplementary funding can improve operational cash flow and sustainability.
3. **For-Profit LTC Homes**
- **Ownership:** Owned by private companies that operate for profit.
  - **Funding:** Receive the same government funding as not-for-profit homes but can generate surplus profits, which may be distributed to shareholders.
  - **Concern:** Profits can impact the overall funding and quality of care within the long-term care system.

## 8. What else needs to be done?

Valley Manor is actively advocating independently and provincially for improved funding formulas for not-for-profit homes at the provincial level. Until significant changes are made, the redevelopment project will remain stalled. We remain committed to this endeavor and will continue to keep the community updated as new information arises.

Recently, Minister of Long-Term Care Natalia Kusendova toured Valley Manor to discuss the challenges posed by the Construction Funding Subsidy, particularly for not-for-profit homes in rural areas. Valley Manor is actively collaborating with the Ministry and advocating through our association for an improved funding plan to address these shortfalls.

We remain hopeful for some relief in the new year, and with the support of John Yakabuskie MPP, we are committed to pushing forward. Our goal is to secure the necessary funding to ensure quality healthcare for the Barry's Bay community. We appreciate the ongoing support and will keep everyone updated on our progress!

Redevelopment updates continue to be shared with our residents, staff and families in addition to healthcare and municipal partners. Up to date information can always be located on the Valley Manor website.



### What's Needed to Get An Approval to Construct?

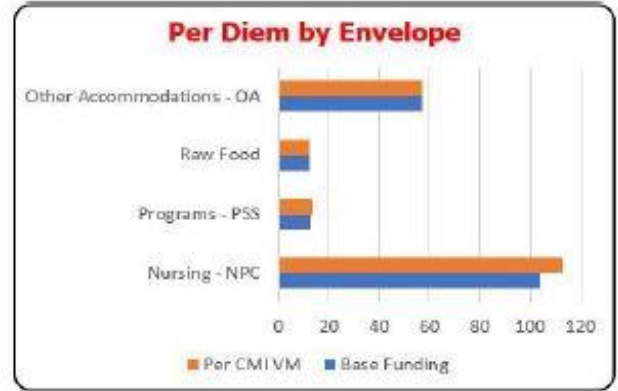
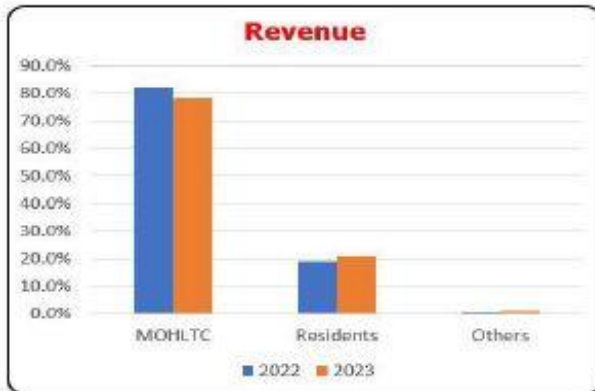
Project Approval	<ul style="list-style-type: none"> <li>Obtain ministry <b>project approval</b> to confirm that funding for development/redevelopment of beds has been approved</li> </ul>
Capital and Licensing Review	<ul style="list-style-type: none"> <li><b>Secure land</b> and <b>confirm financing</b> is in place or will be in place to complete the project</li> <li><b>Execute a Development Agreement</b>, once the licensing and project review approval processes are completed</li> </ul>
Project Design	<ul style="list-style-type: none"> <li>Submit <b>preliminary plans, working drawings and operational plan</b> for ministry's review and approval</li> </ul> <p><small>Adding New Covid Infection Prevention &amp; Control piece to the drawings for resubmission.</small></p>
Tendering	<ul style="list-style-type: none"> <li><b>Tender</b> for construction</li> <li>Submit <b>Approval to Construct Package</b> (FEC, Procurement and Bonding Attestation, Certificate of Insurance, building permits, construction schedule, etc.)</li> </ul>

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# 2023 FINANCIAL SNAPSHOT

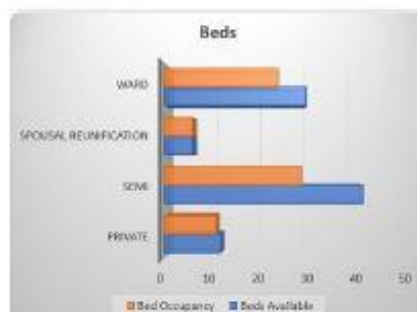
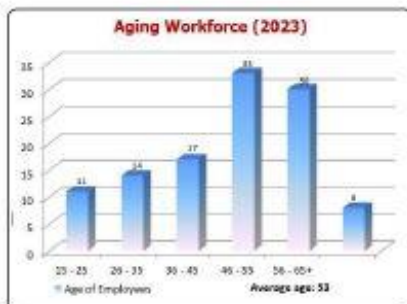
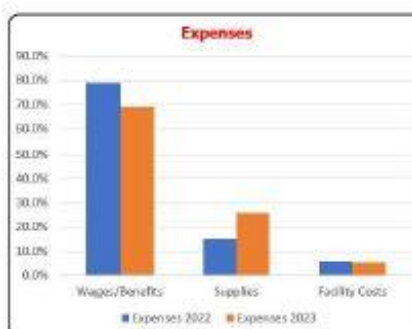
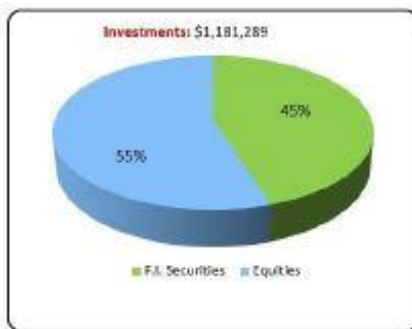
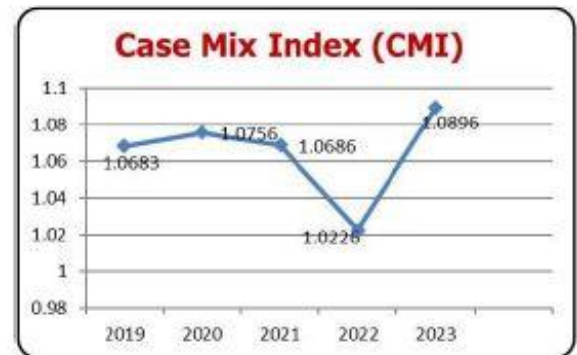
Prepared by Kathy Innocente, Manger of HR and Finance



**CMI of 1 = Base funding**

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

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







# 2023/2024 ANNUAL REPORT

## St. Francis Valley Healthcare Foundation

Incorporated in 2001, our very active registered charity works in partnership with three local healthcare organizations in the Madawaska Valley to fundraise for medical equipment and services based on the long-term plans for the healthcare needs of the community. The Foundation raises funds to ensure support for equipment purchases and services at:

- Madawaska Valley Hospice Palliative Care
- St. Francis Memorial Hospital
- Valley Manor Long Term Care

Many people are unaware that the government simply does not provide funding for healthcare equipment. Our local healthcare organizations rely on the generosity of the community to ensure that they have the specialized equipment and support they need to provide exceptional care.



### A message from Board Chair Cheryl Reid and Executive Director Erin Gienow



It is with profound gratitude and optimism that we present our Annual Report for 2023/24. Newly appointed as the Chair of the Foundation in June 2023, I had the pleasure of working with a diverse and talented team. A team that was supportive and encouraging, confident and trustworthy. Our regular meetings were filled with positive discourse and

suggestions for growth and improvements. Our donors should be reassured that their money has been well invested and utilized in the areas of greatest need amongst our healthcare partners. Through your generous donations, we raised over 2M dollars! The most ever in our 23-year history.

## Donor dollars at work



**St. Francis Memorial Hospital**  
**\$272,636**

An ultrasound machine, baby isolette, stretchers, bi-pap machine, vital signs monitors and more.



**MV Hospice Palliative Care**  
**\$53,044**

Items such as a new loan cupboard shed and program support including volunteer training, caretaker and bereavement assistance, and more.



**Valley Manor Long Term Care**  
**\$75,012**

Resident lifts, mattresses, wheelchairs, wardrobes and items for resident activities.

## Our Donors

**Total Active Donors:** 2098 (previous year 1927)

**New Donors:** 628 (previous year 582)

**Donor Retention Rate:** 59% (Industry benchmark 43%)

**Donor Appreciation Calls:** 550



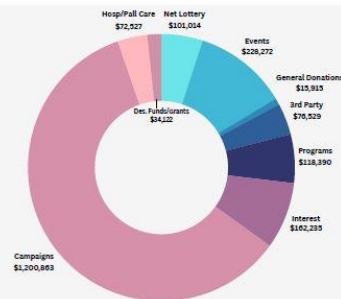
"We are not put on this earth for ourselves, but are placed here for each other. If you are always there for others, then in time of need, someone will be there for you."

JEFF WARNER

## Our Results at a Glance

### SOURCE OF REVENUE

Gross fundraising program, net lottery	\$2,009,868
Total grants to healthcare partners	\$400,692
Fundraising and administrative expenses	\$303,701



## Our Accomplishments

Highlights from our 2023/24 Annual Plan included:

- Kicking off the quiet phase of the Emergency Department Redevelopment Campaign with a goal to reach 70-80% of the community share
- Receiving a grant of \$16,256 from the Community Services Recovery Fund (United Way) to pay for the revitalization of our website and connected portal; the purchase of ipad(s) and a laptop; salary expenses; signage; and advertising costs.
- Many incredibly successful 3rd party events
- Onboarding two new community Board members and another to join in 2024/25
- Ensuring prudent governance practices with the completion of several key policies
- Implementing a hybrid "Catch the Ace" lottery system for both in person and online ticket sales
- Capitalizing on interest rates and increasing our investment portfolio

## The Future

Looking ahead, we are cognizant of future purchases including a new mammography machine for the Hospital and new equipment for the residents at Valley Manor. Funding for MV Hospice Palliative Care remains status quo currently.

In 2024/25, we are committed to providing:

- **\$135,000** to St Francis Memorial Hospital for ceiling lifts and motors, bariatric mattress, hovermatt, telemetry capabilities, rovers for mobile charting and more.

- **\$35,000** to the Valley Manor for mattresses, resident lifts, bariatric bed, resident activities and more.

- **\$40,000** to MV Hospice Palliative Care for program support.

In addition, we will launch the public phase of the Emergency Department Redevelopment Campaign, go-live with our new website, and continue to explore opportunities for business practice efficiencies.

Volunteers in our community continue to be major players in local healthcare. This is evident by the numerous functions and events that would not be possible without them.

The excellent reputation of our healthcare partners is key to our success. Their ongoing commitment to putting patients and residents first and the excellent care that they provide makes our jobs easier. We are thankful for their ongoing collaboration.

It is difficult to put into words what our donors mean to us. It is with heartfelt gratitude that we extend our sincere appreciation for your generosity. Time and time again, you step up to the plate to ensure that our local healthcare needs are met.

The future looks intensely bright! The next phase of our campaign for the Emergency Development is within sight and we are confident that with continuing our team approach, best practices and strong relationships within our community, there will be much to celebrate!!



ST. FRANCIS VALLEY HEALTHCARE FOUNDATION	613-756-3045 X 217
www.sfvhfoundation.com	7 St. Francis Memorial Drive Barry's Bay, ON K0J 1B0



# Our Amazing Valley Manor Family!





