

**VALLEY MANOR INC.  
ANNUAL GENERAL MEETING  
October 23<sup>rd</sup>, 2025**



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



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



Gwen Brown, Board Chair



Liz Polatynski,  
Secretary/Treasurer



Cathy Borutski, Board Vice  
Chair



Angela Golka, Board  
Member



Trisha DesLaurier,  
CEO



Chantel Brown, Director  
of Care



Kathy Innocente,  
Manager of HR &  
Finance





## **50th Annual General Meeting Introductory Report – CEO & Board Chair**

As we open the 50th Annual General Meeting of Valley Manor (VM), the Board of Directors and the Chief Executive Officer extend our deepest appreciation to all staff and volunteers. Each member of our team brings a unique set of skills which, together, ensure the highest level of care for our residents. The dedication and compassion demonstrated daily by both long-serving staff, some of whom have been with us for more than 25 years, and newer members are truly inspiring.

### **Challenges and Staffing**

The past year has not been without challenges, including managing outbreaks and operating within an aging infrastructure. One of the most persistent challenges continues to be the recruitment and retention of qualified staff within a very limited pool of local healthcare providers.

To meet resident care needs, Valley Manor has relied on contracted Registered Nurses, Registered Practical Nurses, and Personal Support Workers. While essential, this reliance adds significant financial pressures due to agency fees and the need to provide housing for out-of-area workers. Recruitment efforts are also constrained by limited local housing and competition for scarce skilled workers.

Despite these hurdles, Valley Manor remains committed to rigorous recruitment strategies. These include online, print, and in-person campaigns as well as international recruitment initiatives. Our efforts support the provincial target of achieving an average of four hours of direct care per resident per day. As of August, VM reported 3.59 hours—an encouraging upward trend toward this goal.

### **Occupancy and Redevelopment**

With the exception of temporary outbreak restrictions, Valley Manor continues to operate at full occupancy, with a waitlist of more than 100 individuals.

Redevelopment remains a priority. A new facility would increase resident capacity from 90 to 96 beds, improve infection control standards, accommodate rising resident acuity, and support staff workflow. Following strong advocacy by Advantage Ontario, Minister of Long-Term Care Natalia Kusendova-Bashta, MPP Billy Denault, and rural LTC partners including VM, the Ministry of Long-Term Care has revised its funding formula to better reflect the fundraising limitations of small communities.

While this policy shift is positive, Valley Manor continues to carefully assess the financial implications of a new build amid significant increases in construction costs. Redevelopment has remained a key priority of the Strategic Plan for over a decade, and although progress was delayed by events such as the COVID-19 pandemic, the vision remains. VM's license

has been renewed until 2030, allowing the Board and CEO to continue pursuing redevelopment strategies in a fiscally responsible manner.

### **Accreditation and Quality Improvement**

Work has also begun toward the 2026 accreditation cycle. Valley Manor will be transitioning from Accreditation Canada to the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF's specific focus on long-term care and its more competitive fee structure make this a welcome step forward as VM continues to demonstrate excellence in service.

Continuous quality monitoring remains central to operations. Data; including the Case Mix Index, which consistently places VM in a very high acuity category. Additional measures include the provincially mandated Quality Improvement Plan, satisfaction surveys from residents, families, and staff, and exit interviews. These inputs, combined with rigorous financial monitoring by leadership, managers, the Board, and external auditors, confirm that VM is currently in a strong financial position.

### **Governance Updates**

During the year, the Board accepted the resignations of Jill Vermaire and Annabel Marsh and extends sincere gratitude for their contributions of time, energy, and expertise. The Board was also pleased to welcome Angela Golka as a new member and looks forward to her involvement in shaping VM's future.

### **Leadership Updates, Employee Health, Wellness and Appreciation**

Valley Manor is also pleased to welcome Chantel Brown to the role of Director of Care. This important leadership role was previously held by Gail Yantha for 16 years. Additionally, Lynn Strack, a seasoned and veteran RN at Valley Manor, has assumed the role of CQI and Nursing Coordinator, a position formerly held by Chantel Brown prior to moving into the DOC role.

Valley Manor continues to enhance staff appreciation and support the health and wellness of both leadership and frontline staff. Health and wellness surveys, along with employee satisfaction surveys, were completed this year. A Health & Wellness Committee has been formed and has already held many successful meetings. The leadership team and Board are actively developing strategies to improve and enrich the working environment at Valley Manor, continuing to recognize that our staff are a key pillar in the organization.

As Valley Manor marks its 50th Annual General Meeting, the Board, CEO, and staff reaffirm their commitment to delivering exceptional care to residents and strengthening partnerships with community stakeholders. Feedback and engagement from residents, families, staff, and partners remain vital as we continue to build on our legacy and advance our vision for the future.

*Trisha DesLaurier*

CEO

*Gwen Brown*

Board Chair

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



October, 2025

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.

From a quality point of view, we continue to perform well compared to our provincial and regional counterparts. We are looking at any opportunity to reduce the number of avoidable hospital visits for our residents - and have been quite successful in this regard.

Looking at things from a "systems" lens, the Valley Manor has been able to admit quite a number of patients from hospital this last year. This certainly helps the flow of patients locally, and helps us attain the goal of **The Right Patient** in the **Right Bed**.

Since the last report there have been no new additions to the medical staff covering Valley Manor. There are some exciting "irons in the fire" for potential newly-recruited family doctors for our area who appear to be interested in supporting our Home. Details will be forthcoming!

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





**Admissions & Occupancy**  
**(Sept. 2024 – Aug. 31, 2025)**

# of Crisis Residents Admitted: **17**  
# of Admissions from SFMH: **20**  
# of Residents on Waiting list: **109**

**Referrals Monthly Averages**  
**(Sept. 2024 – Aug. 2025)**

# of Referrals to Physiotherapist: **36**  
# of Referrals to Registered Dietician: **27**

**Facility Services**  
**(Sept. 2024 – Aug. 2025)**

# of loads of laundry monthly: **553**  
# of Maintenance Care work orders  
completed: **281**

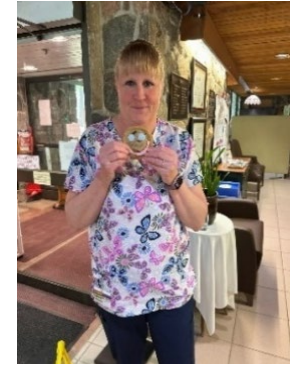
**Resident Overview:**

**Monthly Averages**  
**(Sept. 2024 – Aug. 2025)**

- Total Residents: **88**
- Average # of Falls per Month: **18**
- Residents Who Ambulate Independently in Their Rooms: **11**
- Residents Using Roam Alert Bracelets: **11**
- Residents with Significant Cognitive Impairment: **81**
- Residents Participating in Nursing Restorative Care: **19**
- I-TAP Visits: **154**
- Music Programs Provided to Residents: **26**
- Physical Assaults from Resident to Staff: **19**
- Residents Utilizing Oxygen: **4**
- Residents on Antipsychotics Without a Diagnosis of Psychosis: **0**



# Our Amazing Valley Manor Family!





# Valley Manor's Strategic Plan 2022-2027



## Enhance

### Enhance Resident Services

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

At Valley Manor, our residents continuously receive the best care and support. Our focus on enhancing resident services is guided by our core values and is driven by feedback from residents, families, and staff. In 2024/25, several initiatives have assisted to improve the care and services we offer, ensuring a positive experience for all.

In alignment with Valley Manor's **2022–2027 Strategic Plan**, our **Quality Improvement initiatives for 2024–2025** remain focused on enhancing the quality of care, resident experience, and overall service excellence. Collaboration among residents, families, staff, the Continuous Quality Improvement (CQI) Committee, and the Board of Directors continues to be central to our success in achieving — and surpassing — provincial benchmarks for long-term care.

#### Access and Flow

Efforts to improve Access and Flow have resulted in reduced emergency department visits and more coordinated care for residents with increasingly complex needs. Engaging residents and families in care planning has strengthened shared decision-making and improved outcomes.

#### Resident and Family Engagement

The delayed Resident and Family Satisfaction Survey provided valuable insights that will inform future action plans. We remain committed to ensuring residents and families are active partners in care decisions, with open communication and responsiveness as key priorities.

#### Falls Prevention

Fall prevention continues to be a critical focus area. Strengthened strategies aim to improve both physical safety and emotional well-being, helping residents maintain confidence, independence, and quality of life.



## Equity, Diversity, and Inclusion

Guided by our Vision — “Cultivating a diverse home where all are welcome and respected” — we continue to embed equity, diversity, and inclusion in all aspects of care. Our goal is to ensure every resident is treated with dignity and respect, regardless of background or identity.

## Resident Engagement and Community Life

Meaningful activities and community involvement remain vital to resident well-being. This year’s highlights included participation in the Santa Claus Parade, holiday celebrations, baking and music sessions, shopping excursions, and the Annual Rock-A-Thon. Residents also took part in the Annual Memorial Service and the Memorial Butterfly Release, fostering connection, joy, and belonging within our community.

## Behavioural Support Ontario (BSO) Program

The BSO team continues to deliver specialized support for residents with complex behavioural needs. With **\$1,530 in BSO Equipment Funding** received from the Royal Ottawa Mental Health Centre, we acquired innovative tools such as the **HUG™ therapeutic device**, an **iPad for engagement**, and **personalized sensory bins**. These additions have:

- Reduced anxiety, agitation, and loneliness among residents
- Strengthened staff capacity for individualized interventions
- Supported infection prevention while maintaining engagement
- Enhanced emotional well-being through sensory and reminiscence-based activities

These initiatives reflect our ongoing commitment to providing safe, compassionate, and person-centered care — ensuring residents feel **heard, valued, and connected** in every aspect of their daily life at Valley Manor.



**Ministry of Long-Term Care**  
Long-Term Care Operations Division  
Long-Term Care Inspections Branch

### Inspection Report Under the Fixing Long-Term Care Act, 2021

**Ottawa District**  
347 Preston Street, Suite 410  
Ottawa, ON, K1S 3J4  
Telephone: (877) 779-5559

#### Public Report

**Report Issue Date:** September 18, 2025

**Inspection Number:** 2025-1180-0004

**Inspection Type:**  
Follow up

**Licensee:** Valley Manor Inc.

**Long Term Care Home and City:** Valley Manor Nursing Home, Barrys Bay

#### INSPECTION SUMMARY

The inspection occurred onsite on the following date(s): September 15, 16, 18, 2025

(b)

Order #002 from Inspection #2025-1180-0003 related to O. Reg. 246/22, s. 24 (1)

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

Safe and Secure Home  
Infection Prevention and Control

#### INSPECTION RESULTS

During the course of this inspection, the inspector(s) made relevant observations, reviewed records and conducted interviews, as applicable. There were no findings of non-compliance.

## Enrich

# Enrich Workforce

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

Over the past year, Valley Manor has continued to invest in the well-being, engagement, and satisfaction of our employees. Several initiatives were launched to better understand staff needs and to strengthen our workplace culture.

## Staff Appreciation & Engagement

A Staff Appreciation Survey was circulated to all employees to assess how valued and recognized they feel in their roles. The feedback highlighted a need to revamp our current appreciation program. In response, leadership is exploring refreshed recognition strategies to better align with staff expectations and foster greater morale and retention.

Additionally, a comprehensive Staff Satisfaction Survey was completed. The results are currently being analyzed and an action plan will be implemented to address key themes and opportunities for growth that were identified. This plan will focus on meaningful improvements in communication, support, and workplace environment.

## Mental Health & Psychological Safety

This year, a contingent of employees completed the Workplace Mental Health Program aligned with the Canadian Standards for Psychological Health and Safety in the Workplace. This important initiative has helped equip staff and leaders with tools to recognize, address, and support mental health needs across the organization. Valley Manor is committed to employee health and well-being and that is demonstrated by the creation of the new Wellness Committee, which marks a proactive and structured approach to supporting staff mental health and overall wellness.

To ensure continued momentum, the Wellness Committee's purpose is to foster a culture where:

- Mental health is prioritized and supported.
- Psychological safety is embedded in daily practice.
- Employees feel valued, heard, and empowered; and
- Staff have the resources and encouragement to thrive both personally and professionally.

The committee will guide ongoing initiatives, recommendations, and events that promote health, resilience, and workplace wellness. Investments in staff wellness, recognition, and mental health training are expected to yield long-term benefits through improved retention, reduced absenteeism, and stronger organizational culture.

## 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.

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

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

Participation in the Renfrew County Director of Care Network to gather and share information within the local long term care homes.

The CEO, Manager of HR & Finance, the DOC and the CQI CO-ordinator are also actively and consistently participate in the Ottawa Valley Ontario Health Teams which includes HHR, Governance, Communications, Continuous Quality Improvement 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 in addition to assisting with the resource of land while St. Francis Memorial Hospital develops their new Emergency Department.

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.

Valley Manor Board and Leadership are working closely with the Madawaska Valley Town Council on advocacy for the redevelopment of Valley Manor and recently held a very productive meeting on October 2<sup>nd</sup> to review the new Ministry of Long-Term Care Construction Funding Policy.



## Energize

### Energize redevelopment

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

Since the last AGM, Valley Manor has made significant progress in its advocacy efforts in partnership with AdvantAge Ontario and other not-for-profit rural long-term care homes across Eastern Ontario. Together, we have been working to

improve the provincial funding model by accounting for geographic challenges and to increase the construction funding subsidy in response to inflation and rising interest rates.

In the spring of 2025, the Province announced a new budget that included enhanced funding to support the completion of long-term care redevelopment projects across Ontario — very positive news for Valley Manor. By July 2025, new policies and procedures were introduced to reflect this updated funding model, including revised geographic allocations and enhanced financial support for rural and northern communities.

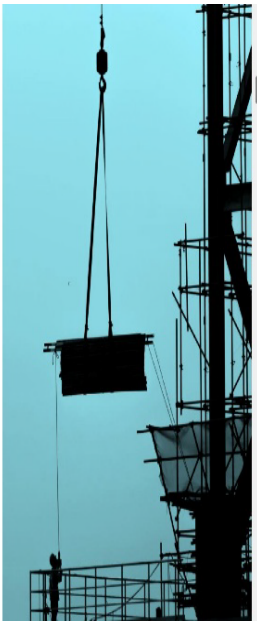
Valley Manor remains in the redevelopment queue and continues to collaborate with key stakeholders — including the Ministry of Long-Term Care, project managers, and funding organizations — to move the project toward completion. This initiative has been a long-standing, high-priority goal within Valley Manor’s Strategic Plan.

We are also working closely with our community partners, particularly St. Francis Memorial Hospital, to strengthen healthcare partnerships and shared service strategies that support our vision of a new long-term care facility adjacent to the hospital. This collaboration reflects our ongoing commitment to meeting community needs and ensuring that healthcare remains close to home in Barry’s Bay.

Overview

The Capital Funding Program (CFP) will:

- introduce a new way to fund operators to build new and/or redevelop existing LTC beds
- provide opportunities to build in 'hard-to-build' areas, including the GTHA and Northern Ontario, where construction and land costs are high.
- shift to a flexible percentage-based funding model.
- addresses feedback from the sector, including expanding cost eligibility criteria



CFP Funding

**Funding Maximum**  
The table below shows the maximum amount of CFP funding that projects could receive:

|                                             | Greater Toronto and Hamilton Area                                 | North-Urban                                                   | North-Remote                                                                        | Southern Ontario (rest of the province)                       |
|---------------------------------------------|-------------------------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------|
|                                             | Toronto, Durham, Peel, York, Halton and Hamilton Census Divisions | Greater Sudbury, Thunder Bay, Sault Ste. Marie, and North Bay | North-East and North-West Ontario Health Regions outside North-Urban market segment | East, West and Central OH Regions outside GTHA market segment |
| Maximum total eligible project cost per bed | \$750,000                                                         | \$450,000                                                     | \$550,000                                                                           | \$435,000                                                     |
| Maximum CFP funding per bed (85%)           | \$637,500                                                         | \$382,500                                                     | \$467,500                                                                           | \$370,600                                                     |

Notes: Maximums are based on total eligible cost for construction, including land and infrastructure.

Maximum gross floor area

- Projects will be funded up to a max gross floor area equal to 800 sq ft per new / redeveloped bed.
- Project costs exceeding 800 sq ft per bed will be excluded from CFP funding and will be the operator's responsibility.

Funding Per diem by bed based on geographic location.

| Segment      | Max. CF / Bed | Max. Per Diem          |                        |
|--------------|---------------|------------------------|------------------------|
| GTHA         | 637,500       | 77.70                  |                        |
| North-Remote | 467,500       | 56.98                  | 44,880,000             |
| North-Urban  | 382,500       | 46.62                  |                        |
| Southern ON  | 370,600       | 45.17                  | 35,577,600             |
|              |               |                        | \$9,302,400 difference |
| Bed Count    | CF / Bed      | Grant / Progress Pmts. | CF via Per Diem        |
| 96 beds      | 467,500       | 163,625                | 303,875                |
|              |               | 35%                    | 65%                    |

|                        |            |
|------------------------|------------|
| Grant / Progress Pmts. | 15,708,000 |
|------------------------|------------|

|               |            |
|---------------|------------|
| PV Target     | 29,172,000 |
| Discount Rate | 4.650%     |

|                  |           |
|------------------|-----------|
| Implied Per Diem | 56.98     |
| Annual Payment   | 1,997,819 |

19.3 km = \$9.3 million dollars



Funding Context

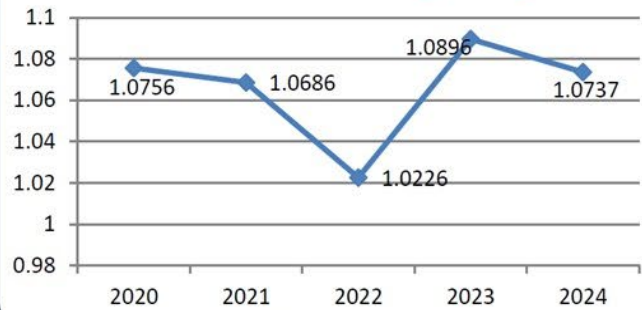
Located just 19.3 km south of Ontario’s rural northern border, Valley Manor is classified within the Southern funding category, which provides the lowest level of Ministry funding. This classification significantly impacts our financial position, as it increases the need for borrowing and affects our overall debt ratio. Advocacy efforts continue to seek a fair funding model that reflects our true rural context and the costs associated with delivering high-quality care in our region

# 2024 Financial Snapshot

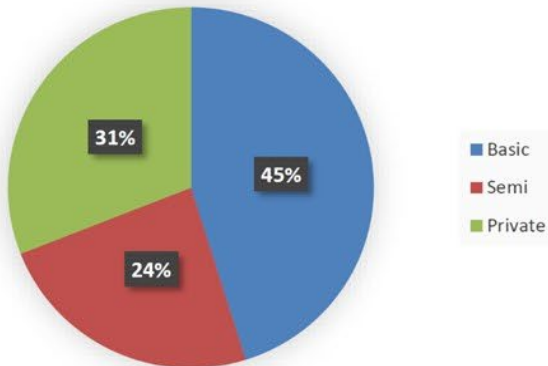
## WSIB Lost Days



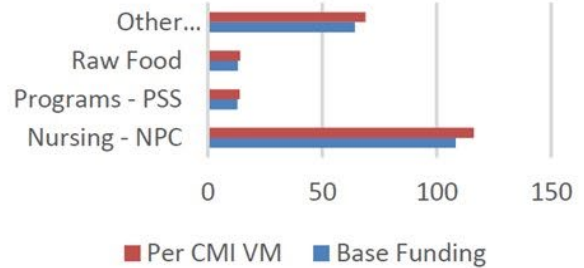
## Case Mix Index (CMI)



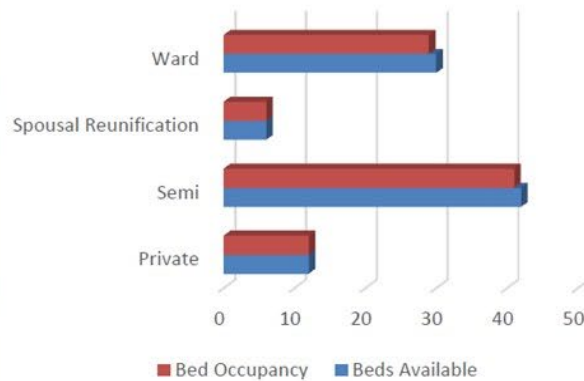
## Current Wait List



## Per Diem by Envelope



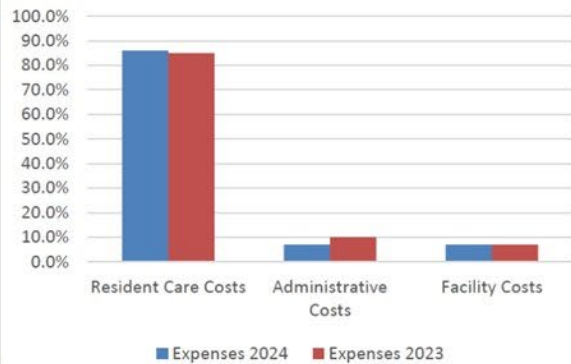
## Beds



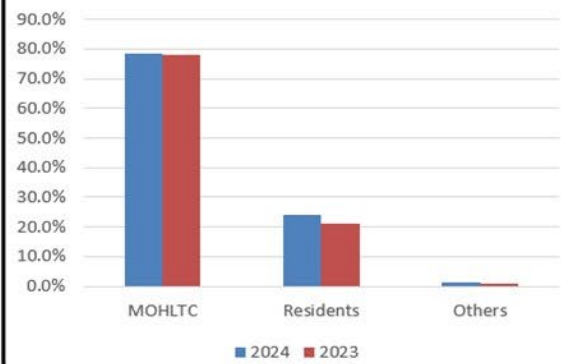


# 2024 Financial Snapshot

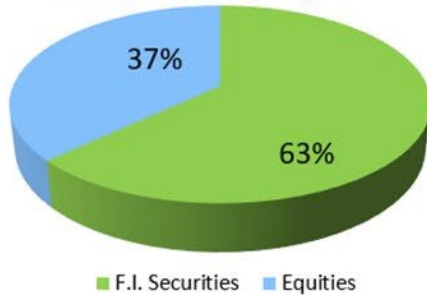
## Expenses



## Revenue

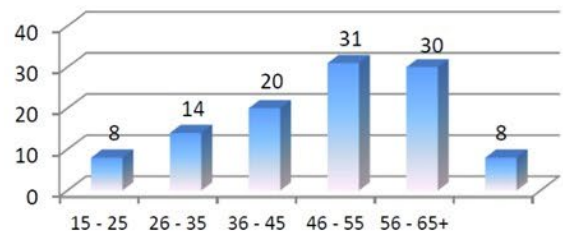


## Investments: \$1,391,679



\$142,155 Investment income gain

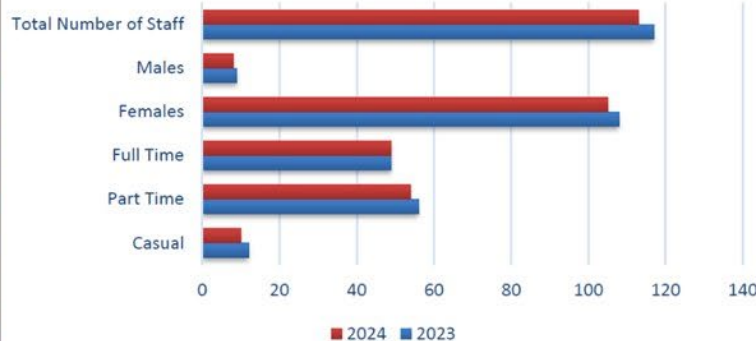
## Aging Workforce (2024)



Age of Employees

Average age: 53

## Employment Mix



# St Francis Valley Healthcare Foundation

Annual Report – 2024/2025

## Message from the Board Chair and Executive Director

The 2024/25 year was a remarkable one – made possible by you: our generous donors, dedicated volunteers, engaged community partners and passionate staff. Together, we achieved a major milestone with the successful completion of the Growing TogethER Campaign, raising \$3.1 million to support the redevelopment of our Emergency Department and Ambulatory Care spaces and to fund the purchase of vital equipment.

Your support has had a profound impact. From the overwhelming response to our lotteries and campaigns to the success of community and third-party events, you've made it possible to keep high-quality healthcare close to home.

We couldn't have done this without you. Your belief in better local healthcare drives our mission forward every day. As we look ahead, we are excited by the possibilities for growth and innovation and remain committed to supporting our healthcare care partners so that they can continue delivering exceptional care for our community, now and for generations to come.

With heartfelt appreciation,

Cheryl Reid  
Chair, Board of Directors

Erin Gienow  
Executive Director

## Key Achievements

- The Growing TogethER Campaign Leadership team worked diligently through an 18-month quiet phase before publicly launching in October 2024, having already secured 85% of the local hospital share.
- The Tree of Lights Christmas Campaign raised \$142,350, marking a 28% increase over the previous year.
- The Growing TogethER Auto Lottery was a huge success, with 1,492 of 1,500 tickets sold and a net profit of \$139,991.



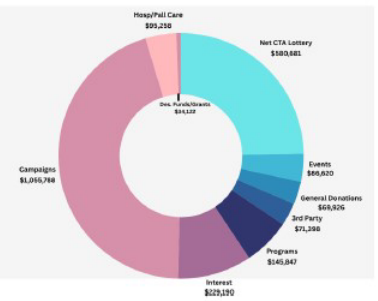
- In May 2025, the Foundation celebrated the successful conclusion of the Growing TogethER Emergency Department Redevelopment and Ambulatory Care Campaign, having surpassed the fundraising goal with \$3.1 million raised (including pledges).
- The Catch the Ace lottery, which ran for a full 52 weeks, concluded in October 2024, raising \$580,681 to support the purchase of essential hospital equipment.
- In collaboration with partners and volunteer committees, the Foundation successfully delivered signature fundraising events including Rockathon, Butterfly Release, and Golf Tournament which significantly contributed to overall revenue.
- A variety of third-party events such as the KAPOA Poker Run, live musical performances, memorial golf tournaments, and Smile Cookie Week further bolstered fundraising efforts. These initiatives, led by dedicated community partners, continue to play a critical role in our fundraising efforts.
- The Foundation undertook a comprehensive strategic planning process to guide its future direction resulting in clearly defined priorities that will shape the Foundation's goals and initiatives in the years ahead.



## Our Results at a Glance

### SOURCE OF REVENUE

|                                                            |             |
|------------------------------------------------------------|-------------|
| Gross fundraising program, net Catch the Ace (CTA) lottery | \$2,349,390 |
| Total grants to healthcare partners                        | \$428,973   |
| Fundraising and administrative expenses                    | \$405,000   |



## Donor dollars at work



St. Francis Memorial Hospital  
\$341,934

A portable x-ray machine, rovers for mobile charting, bariatric bed and mattress, Hovermatts, ceiling lifts and motors, and more.



MV Hospice Palliative Care  
\$52,185

Program support including volunteer training, caretaker and bereavement assistance, and more.



Valley Manor Long Term Care  
\$34,854

New range for the kitchen, resident lifts, mattresses, bariatric beds, chairs and more.

## Future Initiatives

Following the Board's approval of new strategic priorities in April 2025, the Foundation will move from a transactional fundraising approach to a transformational one. This shift emphasizes building deeper, long-term relationships with donors and stakeholders to foster sustained engagement and impact.

The new strategic priorities and examples of work within the plan include:

- Build and Clarify Brand Identity**  
Strengthening the Foundation's brand to ensure clear, consistent messaging that resonates with the community and reinforces our mission.
- Strengthening Capacity and Performance**  
Investing in targeted skills development for staff and volunteers and developing major gift and planned giving programs to expand fundraising potential.
- Elevate Governance Excellence**  
Enhancing financial management and reporting, planning for board succession, and continuing with the review and development of policies and best practice standards.
- Optimize Processes and Systems**  
Refining operational processes and systems to improve efficiency and support effective day-to-day management.

Looking ahead, we are cognizant of future purchases including an upgrade to the main X-ray machine, new equipment for the residents at Valley Manor and increased program support for MV Hospice Palliative Care.

In 2025/26, we are committed to providing:

- \$632,000 to St Francis Memorial Hospital for a mammography unit with tomography, portable ventilator, patient beds, ceiling lifts, IV pumps, adjustable tables for the patient lounge and more.
- \$55,000 to the Valley Manor for a washing machine, curtains and resident activities.
- \$20,000 to MV Hospice Palliative Care for program support

## Acknowledgements

We are deeply grateful to everyone who contributed to the success of the St. Francis Valley Healthcare Foundation this year.

**To our donors** – Thank you for your generosity and belief in the power of local healthcare. Your support through gifts, campaign participation, and legacy giving - directly improves care in our community.

**To our volunteers** – Your time and dedication are invaluable. From helping at events to serving on committees, your contributions make a lasting difference.

**To our community partners and event organizers** – Your creativity and commitment bring vital energy to our fundraising efforts. Third-party events continue to play a key role in our success.

**To our sponsors** – Thank you for standing beside us and amplifying our efforts through your financial and in-kind support.

**To our Board and committee members** – Your leadership, guidance, and governance ensure we stay focused, accountable, and ready for the future.

Together, you make it possible to ensure that our healthcare partners needs are met. Thank you for your ongoing support.

— The St. Francis Valley Healthcare Foundation Team



## More of Our Amazing Valley Manor Family!

