

**VALLEY MANOR INC.  
ANNUAL GENERAL MEETING JUNE 20, 2019**



Congratulations on 40 years of dedicated service to Valley Manor.

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



Provincial representation for redevelopment of Valley Manor



## MESSAGE FROM THE CEO- TRISHA SAMMON

Valley Manor is many things to many people. It's a place where patients, residents and family caregivers are provided with compassionate care and support. It is a place where residents and community members have the opportunity to become actively involved in the work and planning of our organization; where excellence, innovation and education make a difference in resident care; and where our staff and leadership team are encouraged and supported.

The information in this year's Annual Report is inspired by those we serve and those who serve, and by the compassion, care and hope that make up Valley Manor Long Term Care.

Valley Manor is a place where people matter, staff matter, residents and community matter. The care that we provide matters here. What we do matters here. This philosophy is at the heart of the new brand platform for Valley Manor. The new brand direction, launched last year, is evident on the exterior of our current and future building plans and internally throughout the culture. Over the past year, we have built on this presence with additional images of our staff, volunteers, residents and family members, alongside strong statements – our brand promise – of what matters to our community and those we serve. ***“Valley Manor will provide excellent quality living for those needing long term care.”***

This past year was an exciting one as we had the privilege of continuing to engage our community partners, engaging staff, physicians, volunteers, residents, family, educators, local students, redevelopment partners and key stakeholders – in helping to shape the future of Valley Manor.

Reaching Out and connecting care through solid partnerships supports our first and second pillars that are integral pieces of our Strategic plan and are grounded in partnerships with residents council, residents, family caregivers, the rural health hub, our ethics committee, the joint municipal physician recruitment committee. We have also developed an uncompromising focus on quality and safety, and the need for collaborations and advocacy to advance care, staff satisfaction and the growth of our organization while continuing to provide the best care in the most cost efficient manner. It is our compass for achieving our vision of maintaining the complete confidence in the care we provide.

Thank you to our board, staff, leadership team, volunteers and physicians for all that you do. Thank you to our community – residents, family caregivers, community partners, donors – for your continued and steadfast support. To all, thank you for your active participation and engagement. We look forward to planning our journey with you as we continue to serve those who come to us in need, guided by the principles of Valley Manor's mission, vision and values and with the same spirit and devotion that has always driven Valley Manor Long Term Care.

# VALLEY MANOR STRATEGIC PLAN 2016-2021



## VISION

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

## MISSION

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

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

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

STRIVE FOR  
HIGH LEVEL OF  
STAFF  
SATISFACTION

CONTINUE TO  
PROVIDE THE  
BEST CARE FOR  
OUR RESIDENTS

## VALUES

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

## 2018-2019 A Year at a Glance



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

- Valley Manor's CEO sits on the Rural Health Hub Steering Committee and is dedicated to participating in all collaboration efforts that will benefit the patients, residents and community that we serve.
- Valley Manor has signed on and endorsed to the new H60HT Ontario Health Team and is the only Long Term Care home participating on this team.
- Valley Manor continues to participate in the submission to the Valley Gazette on behalf of the Circle of Health and will continue to do so as an active member.
- 16 meetings attended with the Madawaska Valley Circle of Health and group planning sessions with Health Care Partners.
- 4 strategic planning sessions attended
- 11 Meetings held with Municipal Partners (*includes redevelopment and physician recruitment*)
- 17 Community Meetings & Events attended: (*includes Foundation, Communities in Bloom, Golf tournaments for fundraising, Trivia Nights for local health care fundraising*)
- 9 meetings with the Ministry of Health
- 29 continuing education sessions attended- CQI Team (*Ministry of Labour, Ministry of Health, Redevelopment, Ethics, Not for Profit Law, Advantage Ontario, PR, Crisis Prevention Training, Human Resources Law, Behaviour Supports Ontario, Palliative and End of Life Education*)



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

- Business Plan has been submitted to the Ministry of Health and Infrastructure Ontario and is pending approval while we continue to with value engineering exercises to reduce the project costs.
- Development Agreement with the Ministry of Health approved.
- Currently updating and amending the Business Case due to the increased Construction Funding Subsidy which was announced this month. This will have a 1.2 million dollar positive impact to the project.
- Valley Manor continues to work with infrastructure Ontario, the Licensing & Policy Branch, Ministry of Health, Hobin Architects and Colliers Project to reduce the project costs and tackle the yearly escalation costs that continue to compound, the longer that the project takes.
- Valley Manor is currently FOR SALE and on the local and national market for purchase. Colliers Project Leaders is the direct contact for the purchase of the property for interested parties.
- St. Francis Valley Health Care Foundation has a very robust external fundraising team comprised of local community members for the "donor-gift" fundraising component of the new Valley Manor and I am confident that the fundraising targets will be met or exceeded.
- Catch the Ace is the current Fundraising Campaign for fundraising for the redevelopment of Valley Manor and has been successful and well received to date.



### A HIGH LEVEL OF STAFF SATISFACTION:

- Valley Manor continues to include all staff at featured and public events and not just necessarily the leadership team. Our PSW's housekeepers, dietary aides and nursing team have been participating in the trivia nights, newspaper articles and will be participating in upcoming charity events such as golf tournament. We are all the face of Valley Manor!
- The Staff Appreciation Awards and Christmas Celebrations continue to be a success every year and are held at the Royal Canadian Legion. The team enjoys a sit down turkey dinner with the trimmings, a dance and Santa Clause hands out Christmas Gifts during the staff Appreciation awards. The Leadership team works very hard to plan this evening for the staff and it is very well attended.
- Continue to offer ongoing education to all staff, management and Board.
- Valley Manor continues to offer the popular STEP AHEAD mandatory education for the staff in an effort to ensure compliance with the Ministry in an environment conducive to participative, group learning.
- Continuing to provide in house "Crisis-Intervention Training" and "Code White" training to all management and staff at Valley Manor in an effort to address the increasing levels of responsive behaviours amongst the residents that we care for. Safety for all staff, management, volunteers and residents is paramount at Valley Manor.



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

- Currently we have a CMI of 1.06 which translates to a \$25,000.00 decrease in funding to the nursing envelope this year. Valley Manor continues to have the highest CMI in Renfrew County which helps to put into perspective the high level of care that Valley Manor has. The higher the level of care, the higher the CMI which we receive funding based on this index. The small drop in our CMI still reflects the highest level of care provided here as we remain the highest CMI.
- Continue to send all management and staff to additional training courses such as Palliative Care, Wound Care, PIECES training, restorative care, food handlers training, exercise programs for seniors and responsive behaviors training.
- Submitted the 2019 Quality Improvement Plan (QIP) in April which is focused on resident inclusion with decision making and improved quality of care. This report was completed by Chantal Weatherbed, CQI Co-ordinator and can be accessed on [www.hqoontario.ca/qualityimprovement](http://www.hqoontario.ca/qualityimprovement).
- Continue to add 2 new ceiling lifts a year to resident's rooms due to the high level of care and requirement for these lifts.
- Overhauled the Valley Manor Emergency Planning Manual to include and update all emergency codes for all staff to be trained on over a 3 year period.
- This is the second consecutive year that we are the only home in Renfrew County to achieve a perfect Ministry of Health Resident Quality Inspection. This translates to no unmet standards, no written orders, no recommendations for improvement and a high level of resident safety.

- Valley Manor continues to partner with local education Institutions in an effort to recruit and retain staff. We partner with Algonquin College, Loyalist College and Madawaska Valley High School, in addition to Links to Health.
- Valley Manor successfully received 3 students from the Ontario Summer Students Grant Program whereby students registered or enrolled in healthcare education programs are paid by the government to work here for the summer to gain valuable on-the-job training.
- In an effort to address health care worker shortages, Valley Manor has implemented a memorandum of understanding with the United Steel Workers union to provide the PSW staff assistance so that they can provide the resident more hands on care while the new “Resident Service Attendant” tends to services for the resident such as portering, feeding, distribution of personal items, making beds until such time that the PSW shortage is addressed in our community or provincially.



### **Board of Directors**

President, Kathy Marion, Alison Vandergragt,  
Pierre-Paul Filion, Don Wrigglesworth,  
Lorna Hudder

Missing from photo:  
Heather Poliquin, Jill Vermaire

# 2018 FINANCIAL SNAPSHOT

Prepared by Lori Jessup, Director of Finance & IT

## Revenues

**\$7,041,608**

MOHLTC	72%
Residents	27%
Others	1%

## Per Diem by Envelope:

	Base Funding	Per CMI VM
Nursing	\$ 100.26	\$107.88
Programs	\$ 9.79	\$ 9.79
Raw Food	\$ 9.54	\$ 9.54
Other Accommodation	\$ 56.16	\$ 56.16
<b>Total</b>	<b>\$ 175.75</b>	<b>\$183.37</b>

## Expenses

**\$6,597,892**

Wages/Benefits	81%
Supplies	13%
Facility Costs	6%

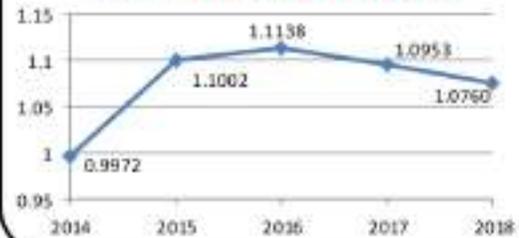
## CMI of 1 = Base funding

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

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



## Case Mix Index (CMI)



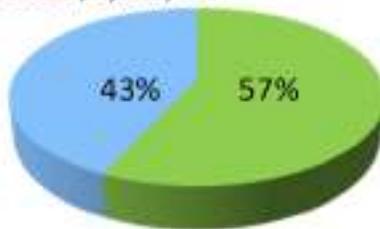
**Signed Development Agreement with MOHLTC and received \$250,000 redevelopment planning grant**

## Valley Manor Overview

Beds Available	Bed Occupancy	Unrealized Prof. Revenues	Current Wait List
Private: 12	Private: 11	Private: \$6,840	Private: 8
Semi-Private: 42	Semi-Private: 24	Semi: \$42,366	Semi-Private: 6
Ward: 36	Spousal Reun: 4	Total: \$49,406	Ward: 62
	Ward: 31		Total: 79
<b>Total beds: 90</b>	<b>Occupancy rate: 99.1%</b>	<b>2018 discharges/deaths: 28</b>	
<b>Monthly Rates July 2018</b>			
		Best: \$1,848.73	
		Semi-Private: \$2,102.10	
		Private: \$2,418.74	

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

**Investments: \$1,019,969**



\$35,611 Interest Earned

## # of Employees

44 Full-time  
90 Part-time  
**FTE 93**

Valley Manor contributes over **\$445,000/month** in wages to the local economy

**Average # of FT sick days**  
4 days/year

## Unions

**ONA**  
RN/RPN: 30  
**USW**  
PSW: 86

## Aging Workforce (2018)



## Admissions & Occupancy 2018

- # of Crisis Residents Admitted = **4**
- # of Admissions from SFMH = **10**
- Number of Admissions in 2018 = **31**

## Residents

- **90** residents live at Valley Manor
- **79** residents suffer severe cognitive impairment
- **84** residents require the use of a containment product
- **10** falls occur per month
- Transfers to ER average **2** per month
- Oxygen is used by an average of **5** residents per month
- **5** residents used a Roam Alert
- **21** residents benefit from Nursing Restorative Care
- **3** residents Benefit from Special Rehabilitation
- **56** music programs provided
- **14** exercise programs provided
- **21** residents on Diabetic diets
- **16** residents on Dysphagia diets

Based on a monthly average

## Facility Services

- # of loads of laundry monthly = **531**
- # of work orders monthly = **247**
- # of unplanned service repairs monthly = **124**



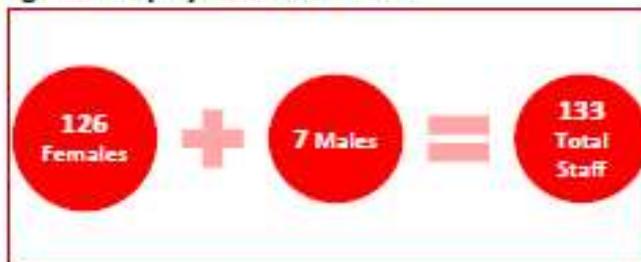
## Human Resources

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

Figure 1: Employment Mix



Figure 1: Employment Gender Mix



## Physiotherapy

- There are **32** referrals to Physiotherapy per month
- There are **3** referrals to Occupational Therapy per month

**Board of Directors' Report**  
**Kathy Marion, President**



As you read throughout the 2018-2019 Annual Report, Valley Manor has been a busy, vibrant and productive home for our 90 residents, in addition to redevelopment and participating in the development of the Rural Health Hub document and fundraising initiatives.

This year's Annual Report provides a snapshot of what the staff, residents, volunteers and the Board Directors have accomplished during the past year. We hope that this is of value to your understanding of our home and what is important to all of us.

Within the parameters of our Mission, Vision and Values, the Strategic Plan 2016-21 provides four Strategic Pillars to guide our decisions and priorities. We have made great strides in moving forward on these four directions, with a continuing emphasis on redevelopment, partnerships, person centred care and engaging residents, family and staff in decision making in the home. Our Mission and Values continue to be our focus in daily actions and decisions, to continue the compassionate care that we are so well known for in the community.

The redevelopment of Valley Manor continues to move forward and we are continuously progressing towards the next steps of the demolition of the former Sherwood school building. Once we reach that step, the building will be developed rapidly.

It is my pleasure to announce that we are very fortunate to welcome 2 new members to the Valley Manor Board of Directors. Please welcome Heather Poliquin and Jill Vermaire. They both bring an extensive cross section of experience and knowledge to the team.

Lastly, my gratitude and admiration goes to the kind and capable leadership team, employees, the board, volunteers and the physicians for their loyalty and commitment to the people who call Valley Manor their home. It is an honour to serve our community, our residents and their families with you.

**Medical Director Report**  
**Dr. Jason Malinowski**



It is again my pleasure to submit my report as the Medical Director of the Valley Manor, for the Annual General Meeting of 2019.

It's been a privilege and a real pleasure to work with all the dedicated staff at Valley Manor. I can speak for the other physicians, when I say the high degree of collaboration in the name of patient care has made our jobs much easier. We feel very secure, while we are off-site, that our patients are well looked after.

Taking into account the six domains of healthcare quality as defined by the Institute of Medicine (care that is Safe, Effective, Patient-centred, Timely, Efficient, and Equitable), our team has been addressing numerous quality of care issues this year. For example, we identified that the number of avoidable transfers of residents to the ER could be reduced with better communication between the doctors and nurses, and with a change in process. In addressing those issues, we have now largely eliminated the avoidable transfers of our residents to the emergency room.

It's been a steep learning curve for me, getting familiarized with the work of the Pharmacy and Therapeutics committee this year. I am tremendously impressed by the work of that committee, and especially of pharmacist Steve Goodyear. The storage, labeling, dispensing, and disposal of medications is a large part of the workflow at Valley Manor, and I'm happy to report that the policies are sound - and reviewed and updated regularly.

In M.D. news this year, Dr. Melissa Meeking is the newest member of the Family Physician staff at St. Francis Memorial Hospital, and we look forward to having her be an active member of the Valley Manor medical staff as well. On the opposite end of the career continuum, we bade farewell to retiring doctor Joe Cybulski, whose years of diligent patient care and leadership as the medical director has set a high standard for patient care now and into the future.

We experienced a change in the Geriatric Mental Health service as well, saying good-bye and best wishes to geriatric psychiatrist Dr. Sue McKay. We appreciate the years of service that she has given to our residents. We also give a hearty welcome to Dr. Andrea Stewart, our new geriatric psychiatrist, working with Mary Prince and Anna-Lynn Bloskie.

In summary, I feel very confident that our residents are receiving a high level of care at Valley Manor, in that we continue to challenge the status quo in many facets of care. I am proud to work with the members of this team who are always striving to challenge each other (and the system) in the name of continuous improvement.

## St. Francis Valley HealthCare Foundation

As we reflect on this past year, we are first and foremost in awe of our generous supporters who share our passion and dedication for local healthcare, continuing to be there for all of us, year after year. Inspiration is at the heart of the Foundation's mission, but we are equally inspired by our donors, partners and volunteers without whom we could not possibly do the work we do. Together, we are making a significant impact on the provision of the equipment needed by our compassionate and excellent healthcare providers at the Hospital, Valley Manor and MV Hospice Palliative Care who we all depend on for care, ***locally and close to home***. It is because our caregivers provide such ***excellent care***, that our donors are inspired to give. These organizations are held in very high regard and we congratulate them for continuing to keep their standards at the highest level.

***With our donor's help we have achieved a great deal this year!***

Our Campaign Council has worked very hard to successfully complete the initial and most critical phase of the Valley Manor Redevelopment Campaign. While the community awaits the formal announcement from the Ministry for the project, the Foundation has launched our Catch the Ace Lottery with proceeds supporting Redevelopment. This initiative has built such excitement in the community; ***we've certainly had some very happy winners!***

With new enhancements, our programs and events continue to thrive. Our Tree of Lights direct mail campaign results grew by 19% and even more importantly, provided the means to purchase 15 new state of the art patient IV Pumps for the Hospital. Our Monthly Giving Club and Events also performed well and again, helped to support equipment needs like a new Cardiac Monitor upgrade for the Emergency Department as well as Bereavement services and Volunteer Training for Hospice/Palliative Care. Over \$8,000 was raised during our first ever one day social media campaign on Giving Tuesday in support of a Residents Fund for the Manor, assisting with personal and recreational needs.

In the fundraising sector, an indication of successful relationships with donors is measured by retention rates, and we are proud to continue to exceed industry standard. This is very important to us because it means our donors are loyal and remain dedicated to our causes.

Looking forward to our year ahead, we remain motivated by the fact that our donors will continue to have a direct impact on the care and lives of patients, residents and their families. ***Fundraising for communities is more important now than ever!*** In fact, you might say that fundraising is a critical part of healthcare planning in Ontario, because as we all know, the government simply does not provide funds for equipment needs and in the case of redevelopment, required community support to ensure the project approval.

Succession planning for our Board and Executive Director Positions is a priority for us this year to ensure we maintain a successful organization.

It continues to be a privilege to represent the needs of those who depend on our incredible Hospital, Valley Manor and Hospice/Palliative Care and we extend a heartfelt ***thank you*** to our donors for inspiring us to do our best work.

Warm regards,

Karen Tierney  
Proud Donor; Board Chair



Toni Lavigne-Conway  
Proud Donor; Executive Director



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



**Catch The Ace  
Excitement**



**Madawaska Trivia Night  
Team**



**A very successful  
Career Fair –  
Barry's Bay**



**A cool Cola  
Sundae**



**A Beautiful group of  
Guardian Angels**



**BSO sensory  
station  
demonstration**



**Annual SMILE  
cookie campaign**



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



**TACO TUESDAY –  
Monthly Staff  
celebration**



**Guardian Angels  
Recognition**



**Time to  
spend with  
someone  
dear and  
some deer.**



**Guardian Angels  
Recognition**