

**VALLEY MANOR INC.**  
**ANNUAL GENERAL MEETING**  
**October 8, 2020   Via ZOOM**



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



## **Valley Manor Board & Executive**



Kathy Marion, Board Chair



Alison Vandergragt, Board Member



Don Wrigglesworth, Vice Chair



Jill Vermaire, Board Member



Pierre-Paul Filion, Secretary - Treasurer



Heather Polquin, Board Member



Trisha Sammon, CEO



Gail Yantha, Director of Care



Adam Zahn, Finance & IT Lead



Jon Irwin, CPA, CMA,  
Health care Accounting Inc.



## MESSAGE FROM THE CEO- TRISHA SAMMON

I am very proud to present to our community this 2019-20 annual report, which provides an opportunity to look back at a year highlighted by some amazing milestone achievements. It also allows me to reflect on events that, at the time of this publication, seem like they occurred a decade ago, not months ago, given the new reality we face.

The COVID-19 pandemic will long be remembered as a period in world history when society truly seemed to come to a shocking standstill. For our health care institutions, of course, no one was standing still - in fact, our hundreds of employees and professional staff put in countless hours in preparing for the unknown and making sure we put the necessary precautions, policies and practices into place to get ready for the worst. Given the events that transpired in hard-hit areas throughout the province, all long term care homes are navigating unchartered waters, with the risk of capsizing under the weight of the pandemic - a plausible possibility without societal restrictions in place to reduce that frightening risk.

We certainly cannot overstate our pride in how our team at Valley Manor responded to the challenge. However, we also do not want to ignore the other outstanding achievements that were realized throughout the year, lest they be overshadowed by the events that have taken over the year. As in any year, there were many moments to celebrate, but there are a few we especially don't want to be ignored as we look back at the year that has passed while we review and update the 4 strategic pillars of our strategic plan.

We appreciate the relationships we have continued to develop with our local representatives from the municipal and provincial levels.

Provincially, we were fortunate to host a visit by Honourable Dr. Merrilee Fullerton; Minister of Long Term Care and MPP John Yakabuskie, Minister of Natural Resources and Forestry in September 2020 to announce additional construction and operational funding for the development of long terms care homes in remote areas such as Valley Manor. The funding is part of the provinces new capital redevelopment funding initiative and is a welcome opportunity to expedite our project considering the challenges that we have faced throughout our redevelopment journey.

At the municipal government level, also backing this project are Madawaska Valley Mayor Kim Love and the vast majority of their councillors who have offered their unequivocal support of our redevelopment. We are fortunate to have municipal leaders who truly recognize the opportunity before us to reshape local healthcare for decades to come and the further opportunities a project of this scale can provide.

Certainly, the COVID-19 pandemic highlighted many of the shortfalls in our existing infrastructure - in particular, the lack of isolation areas and our inability to cohort many residents and staff as we continue to work to reduce the risk of COVID-19 transmission.

This annual report reviews the events of 2019 & 2020. During a portion of this period, Barry's Bay and area like the rest of Ontario was in "lockdown" with schools and most businesses and workplaces closed, while Valley Manor had the duty to keep functioning in an abruptly new environment to care for our precious residents at Valley Manor.

We are grateful to the community of Barry's Bay and area for their continued engagement and support in our operations. Special thanks to the community for donating well over 1000 homemade masks for our staff at Valley Manor when there was so much uncertainty about the availability of PPE in the province this past year. Additionally, special thanks to all of

our community partners and dedicated volunteers who assisted in some capacity to provide us with PPE, hand sanitizers, face shields, special meals and treats, wall dividers, and flowers just to name a few.

A new horizon awaits and that future, we expect, will look a lot different than it did prior to the realities of COVID-19. We know that a second wave of the pandemic is in progress and it's why this pandemic will remain an alert on our radar screen for the foreseeable future.

We know that cost pressures by the government will obligate us, like our healthcare peers across Ontario, to do our part to look at how we can do things differently without compromising resident care and staff safety.

We very much miss our dedicated volunteers who stayed home as the pandemic planning took hold and we hope to reach a point where they can safely return to provide the compassionate greetings and guidance they always have.

We know that our community remains in a state of anxiety, and expect that anxiety will rise and fall as we analyze data on "the curve" of this pandemic in our area.

Our heart aches for those who have lost loved ones, including those who were residents of long-term care homes we have stood beside in support.

Whatever comes, whatever we face, whether this virus fades away or returns with more vigor, our only assurance is that we will be here, in unity with our community partners ready to face the unknown again and again while caring and comforting residents and families that needs us.

It's an honour to stand tall to protect our residents, our staff and families.

It's what our community expects, and it's what our team expects from each other.  
Everyday.

**Together We Stay Strong**



# **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**

# 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 and DOC continue to participate in the Ontario Health Team and are dedicated to participating in all collaboration efforts that will benefit the patients, residents and community that we serve.
- Catch the Ace Lottery in partnership with the St. Francis Valley Healthcare Foundation continues to raise money for Valley Manor's redevelopment. Funds raised for Valley Manor with this lottery to date are well above the \$150,000 mark.
- All of Valley Manor's community partner meetings, redevelopment meetings, physician recruitment meetings are attended virtually as Covid- 19 has deferred all of our meetings to online instead of in person.
- Continuing education sessions attended virtually this year with a focus on IPAC throughout Covid-19, weekly meetings with Renfrew County Public Health and the Ministry of Health, daily meetings with Bass & Associates HR law during Covid-19, daily meetings with Advantage Ontario supporting and guiding us through Covid 19 in addition to palliative care education



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

- The Minister of Long Term Care Dr. Merrilee Fullerton and MPP John Yakabuski were onsite at Valley Manor on Thursday, September 3<sup>rd</sup> to announce the new funding model for long term care in Ontario. This new funding model totals almost 40 million dollars for Valley Manor which includes construction funding and ongoing funding over the next 25 years.
- \$4.3 million dollars of additional funding over and above the already promised \$2.9 million dollars in addition to \$21.6 million dollars over 25 years for the current 90 beds. An additional \$9.4 million dollars over 30 years for the additional 6 beds. The construction funding policy guidelines have just been released on September 24<sup>th</sup>
- 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.
- A rural funding model has been added to the redevelopment funding in addition to other financial increases that include incentives for additional basic accommodations and upfront funding. This is definitely in Valley Manor's favour.
- Currently working with IO to assist with enhancing the funding process for LTC homes so that the homes can be expedited for redevelopment as opposed to the slow and long process currently in place.
- 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.
- CEO sits on the Provincial Capital Development Advisory Group with Advantage Ontario as a representative for rural health care redevelopment and participates in successful lobbying.
- St. Francis Valley Health Care Foundation has a very robust external fundraising team comprised of local community members for the "donor-gift" fundraising component for the new Valley Manor. The campaign is winding down this year and the Foundation will move on to another campaign for another organization now as they have completed their 3 year commitment for our large campaign. Special thanks to the Foundation for their assistance and support.



## A HIGH LEVEL OF STAFF SATISFACTION:

- 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. Due to COVID, Valley Manor is arranging to celebrate in house this year
- Monthly staff appreciation celebrations continue for all staff as part of the staff recognition program.
- The Angel Wings Program in partnership with the St. Francis Valley Healthcare Foundation continues to be positive and well received by all staff and management.
- Advanced education incentives are available to all staff that would like to advance their career which Valley manor contributes to a percentage of the cost.
- Education is being provided to all management and staff pertaining to Infection Control and updated pandemic policies.
- 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.
- Valley Manor successfully supported 1 student 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, in 2019 Valley Manor 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 person items, making beds until such time that the PSW shortage is addressed in our community or provincially. This has proven to be effective and the MOU has been renewed for another year.



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

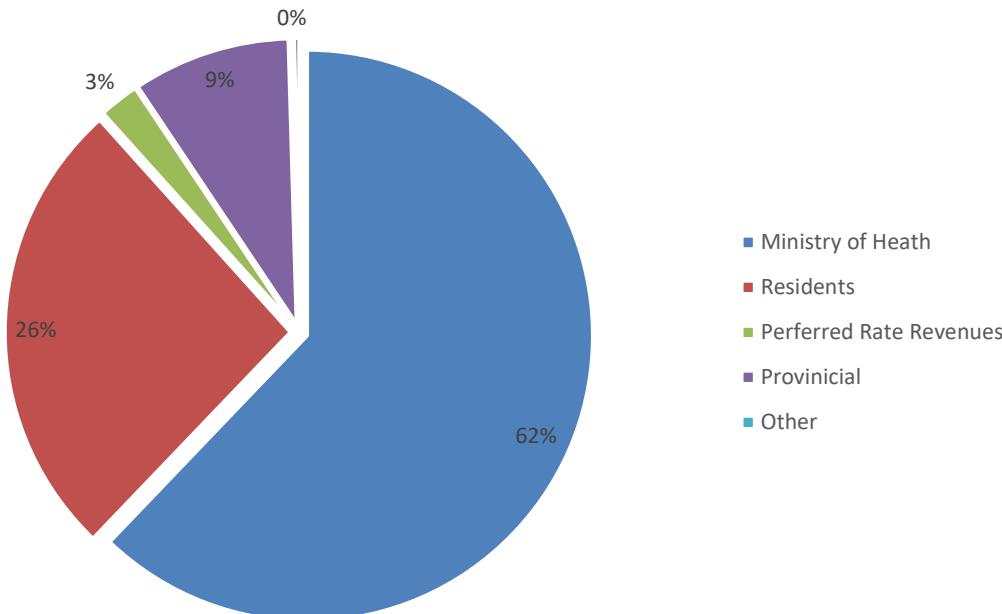
- Since the doors of Valley Manor opened 43 years ago, we had to implement the Pandemic Plan for the very first time in February 2020. The pandemic plan will continue to be utilized until the pandemic is declared over.
- Valley Manor has increased the Health and Safety meetings to weekly during the pandemic since we are all working closely with the pandemic plan, infection control, new policies and PPE together.
- Valley Manor has added a full time infection control co-ordinator position to lead and direct the Valley manor team throughout the pandemic.
- The Valley Manor team has already began preparations for our next Accreditation with Accreditation Canada which is set for October 21<sup>st</sup>, 2021.
- Valley Manor is working closely with our local partners from Pembroke Regional Hospital, the Public Health Unit and St. Francis Memorial Hospital should COVID enter our building. PRH is willing to assist us with “Air Scrubbers” to assist with the ventilation. They are also willing to assist us with IPAC processes throughout the course of the Pandemic. Paramedics can be deployed to assist in-house if staffing is critical. St. Francis Memorial Hospital is willing to assist where they can as well. We have been reassured that “we are all in this together, and our partners do not want to see any organization go through COVID alone.”
- Currently we have a CMI of 1.0683 which translates to a small increase in funding to the nursing envelope this year. Valley Manor continues to have the highest CMI in Renfrew County which puts into perspective the high level of care that Valley Manor has. The higher the level of care, the higher the CMI which we receive funding based on this index.

- Valley Manor's 2020 Quality Improvement Plan (QIP) was submitted in April which is focused on decreasing emergency room visits and resident inclusion with decision making and improved quality of care. This report was completed by Chantal Brown, CQI Co-ordinator and can be accessed on [www.hqontario.ca/qualityimprovement](http://www.hqontario.ca/qualityimprovement).
- Continue to add 2 new ceiling lifts a year to resident's rooms due to the high level of care and requirement for these lifts.
- Valley Manor 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 joined eHealth Ontario to include Clinical Viewer to the scope of Care that is provided. E- Health Ontario is leading the integration of digital health care systems across the province to improve patient care by enhancing clinician access to health care information where and when it is needed most. The ConnectingOntario ClinicalViewer is a secure web-based portal that integrates electronic patient information from across the care continuum and makes it available at the point-of-care to improve the patient and clinical experience. Staff were trained prior to the pandemic and will receive additional training to ensure additional supports and comfort again towards the end of 2020.

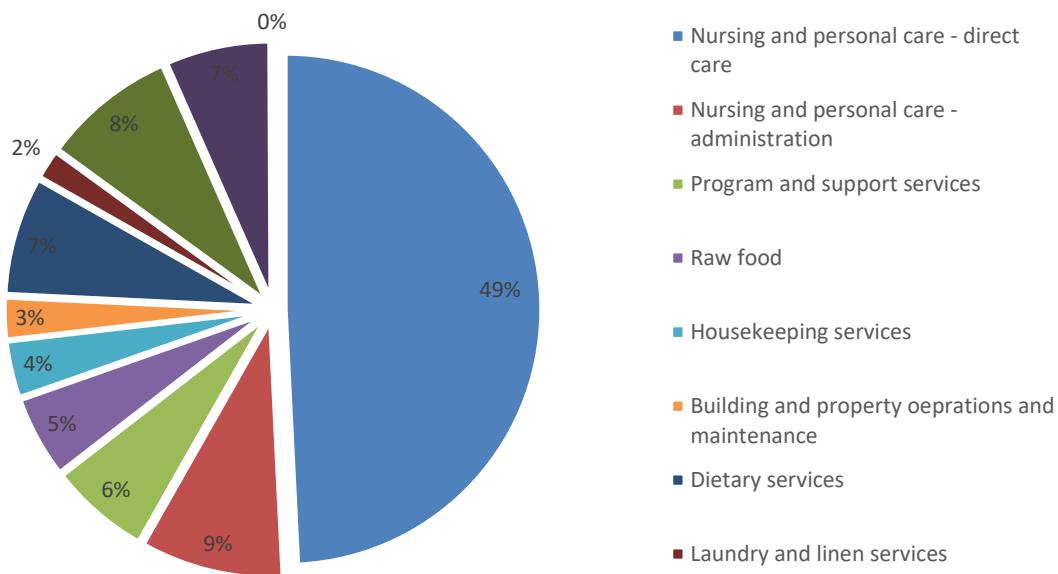




Revenue 2019



Expenses 2019



# 2019 FINANCIAL SNAPSHOT

Prepared by Adam Zahn, Finance & IT Lead

## Revenues

**\$6,919,422**

MOHLTC	71.2%
Residents	28.5%
Others	0.3%

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

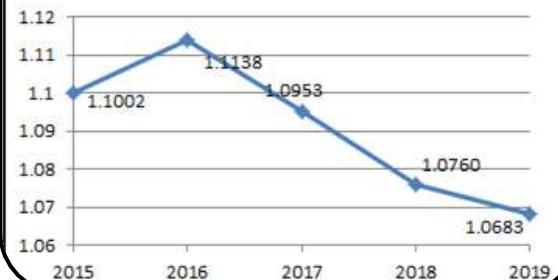
Nursing	\$ 100.26	\$107.11
Programs	\$ 12.06	\$ 12.06
Raw Food	\$ 9.54	\$ 9.54
Other Accommodation	\$ 56.16	\$ 56.16
<b>Total</b>	<b>\$ 178.02</b>	

## 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

**\$6,761,627**

Wages/Benefits	81.1%
Supplies	12.4%
Facility Costs	6.5%

## Beds Available

Private:	12	Private:	11
Semi-Private:	42	Semi-Private:	26
Ward:	36	Spousal Reun:	4
<b>Total beds:</b>	<b>90</b>	<b>Ward:</b>	<b>49</b>

Occupancy rate: 99.35%

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

## Valley Manor Overview

### Unrealized Pref. Revenues

Private:	\$7,112
Semi:	\$47,695
<b>Total:</b>	<b>\$54,807</b>

2019 discharges/deaths: 26

### Current Wait List

Private:	8
Semi-Private:	5
Ward:	48
<b>Total:</b>	<b>61</b>

### Monthly Rates

July 2018

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

## Unions

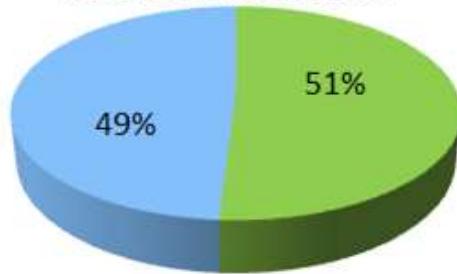
**ONA**

RN/RPN: 22

**USW**

PSW: 81

**Investments: \$1,232,863**



\$18,257 Interest earned

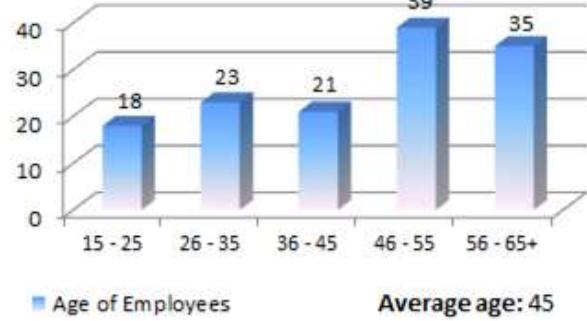
## Valley Manor contributes

over **\$455,000/month** in  
wages & benefits to the local  
economy

## Aging Workforce (2019)

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

**# of Employees**  
43 Full-time  
93 Part-time  
**FTE 94**



# *Our Amazing Valley Manor Community!*



Catch The Ace  
Excitement



Thankful for our  
Community Support



Some Irish fun



Well deserved  
Retirements----  
- THANK YOU  
for your years  
of service



Treats from our  
wonderful  
Community partners.



Halloween Fun



SMILE  
cookies and  
a lot staff  
appreciation  
treats









**Board of Directors' Report**  
**Kathryn Marion, Board Chair**



On behalf of the Board of Directors, it is with the utmost respect and appreciation that we acknowledge all of the hard work and dedication of staff as they serve the residents of Valley Manor during this unprecedented global healthcare crisis.

The Board recognizes the personal demands placed on everyone along with the significant professional expectation to provide high-quality, compassionate care to all of the Residents of the Valley Manor.

The leadership team and frontline staff have demonstrated significant strength, skill, determination and perseverance in caring for and protecting the Residents of the Valley Manor. Their unwavering passion to serve others while effectively mitigating personal health risk exposure demonstrates that they are special people who are truly committed to their respective professions.

We want to thank our team for all that they continue to do to keep our residents and the greater community safe during this time.

This is an uncertain time, an ever-evolving situation that will continue to require vigilance on everyone's part. Our collective navigation of the months ahead will most certainly contribute to refined and improved processes and evolution in the delivery of Long Term Care locally and throughout the province.

The primary objective for the leadership team and staff has been to prevent transmission of Covid19 to residents while also protecting the staff. Although this work has eclipsed some goals that were set for this year, attending to this priority has been necessary and also well executed by all concerned.

We continue to make strides with the redevelopment plans of the Valley Manor and are very pleased to have hosted the Minister of Long Term Care, **Dr. Merrilee Fullerton**, and **MPP John Yakabuski**, Minister of Natural Resources and Forestry, who visited the Valley Manor and announced additional funding to expedite Long Term Care Home redevelopment projects.

Our annual report clearly demonstrates the contribution of the Valley Manor to our communities.

The service provided is reflective of the skill and effort of **Trisha DesLaurier Sammon, CEO**, the leadership team and staff of the Valley Manor.

Our communities have and will continue to find significant value in these services from a health care perspective as well as through the lenses of the local economy and quality of life for citizens in this region.

## Medical Director Report

Dr. Jason Malinowski



It is again a pleasure to send my greetings for the 2020 Annual General Meeting, as the Medical Director of the Valley Manor Long-Term Care Home.

This past year has obviously been an extreme challenge with COVID-19. When the spread and devastation caused by the novel coronavirus became apparent, the health care system began the planning of making sure the hospital ICUs and wards were ready. The news, and images, from China, Italy, and New York, on the television every night struck incredible fear in all of us on the front lines. Lots of resources were directed toward the hospital sector to make sure we were ready for the surge in patients with respiratory failure.

Then in late March, we received news from Bobcaygeon.

In a nursing home with many similarities to our Valley Manor, a respiratory outbreak was declared, and the home followed their usual protocols to inhibit the spread of the illness. But the old ways proved to be insufficient to combat this new virus. In a very short time, many residents of the Pinecrest LTCH were ill with COVID-19, and many died. This served as one of the alarm bells for the way COVID-19 was attacking long-term care homes. We had to do something different.

So with advice from our partners in the Renfrew County District Health Unit, we began to make substantial changes in the way that we were approaching Infection Prevention in our home. We began looking at our screening approach. We strengthened our linkages with our healthcare partners, such as the hospital, the pharmacy, the paramedic service, the regional palliative group, the LTC Directors' Community of Practice. And as the situation, the guidelines, and the advice remain rapidly changing, our approach needed to be constantly refined and re-explored. Our prime driver is still to maximize the health & safety of our residents and our incredible staff. As I write this, there is still a lot of work going on to prepare for the incoming second wave of this pandemic. There is a lot of "outside the box" thinking at work. We need to be ready for the time when COVID-19 reaches Barry's Bay.

Despite the challenges of COVID-19, we celebrate some successes at Valley Manor in 2020. We are pleased to add the team of Drs. Teresa and Dan Ostapowicz to our medical staff. They will be looking after the residents of the departing Dr. Alex Atfield. We look forward to a long and fruitful relationship with the Drs. Ostapowicz – they come very highly regarded from their Locum work at SFMH this past year.

And of course, we are celebrating the recent announcement from Minister of Long Term Care, Dr. Merrilee Fullerton, of additional funding to further our plans for redevelopment of the new Valley Manor, on the St. Francis Memorial Drive site. This is an exciting project for the medical staff and the wider community, and we can't wait to see it come to fruition. I will let CEO, Trisha Sammon reveal the details of that announcement to you.

All in all, we continue to meet the challenges bravely and deliberately. We celebrate the successes proudly. I am extremely fortunate to work with excellent teams at Valley Manor, be it the Infection Control, Pharmacy and Therapeutics, Senior Leadership or Medical Staff team. Together we have done a lot of great work in 2020.



## St. Francis Valley HealthCare Foundation

It is a pleasure to give the annual report for the St Francis Valley Healthcare Foundation as we celebrate another very successful year. Our success is wholly dependent on the support and commitment of everyone involved in our healthcare community – our donors, volunteers, partners, community and our Foundation team. The Foundation's vision is to ***inspire people to invest in the future of our local healthcare organizations.*** We are inspired every day by the generosity and passion of our collective healthcare community and grateful for their ongoing support. Together we are making a difference, providing the necessary equipment and tools needed by our excellent healthcare workers at Valley Manor, St Francis Memorial Hospital, and MV Hospice Palliative Care. This year, the Foundation provided \$234,779 to our healthcare partners.

Our work is focused around three strategies designed to move us towards achieving the Foundation's vision. In the area of **Growing Donor Support:** Our donors are extremely loyal. A strong donor retention rate indicates a healthy organization that is operating appropriately, allocating enough resources to fundraising and has the support of people who believe in the cause. The average retention rate for non-profits has been staying around 45%. In comparison, the Foundation's donor retention rate is above industry standards at 61%. The number of lapsed donors that we have reactivated has increased resulting in a \$30.0K increase in revenues.

We exceeded our Redevelopment Campaign fundraising goal for Valley Manor, realizing \$620.0K net. Included in this amount is revenue from the Catch the Ace lottery which to date has raised \$145.0K net. The total amount for the Valley Manor campaign does not include upcoming pledges or the final Catch the Ace lottery revenue. The total revenue raised this year was just over One Million dollars!

The second strategy is to **Maintain and Develop a High Performing Team:**

In December, our Executive Director, Toni Lavigne Conway retired after 15 years of leading the Foundation work. We were extremely grateful for her leadership and passion which resulted in raising over 8 million dollars for our healthcare community. In January, we were very happy to welcome our new ED, Erin Gienow and Christine Hudder replaced Erin in her former role of Donor Relations Coordinator. We are confident that Erin and her team will be as equally successful. Our Board welcomed two new Directors, Victoria Cybulski Blank (a retired teacher in Ottawa) and Lynn Beauchamp (current Manager of the Northern Credit Union).

The Foundation is very grateful for our over 80 volunteers who worked with us this year. Thank you from the bottom of our hearts.

And our third strategy, **Maintain positive reputation and continue to raise profile of the Organization:**

Our donors and healthcare partners are a central part of our mission. Staying in touch in meaningful ways is key. Donor appreciation events to show donors the impact of their generosity were held for hospital equipment purchases. Donor appreciation calls, to simply touch base with our donors and thank them for their gift are regularly made. A one day "Thank a Thon" on Giving Tuesday reached over 200 of our donors.

Work has begun on renewing the Memorandum of Understanding that outlines the fundraising relationship between the Foundation and our three healthcare partners. The goal is to have a new MOU in place by December 2020.

### **Moving Forward in 2020-21**

It is an honour to work with such kind and generous people in support of our incredible healthcare partners – the Valley Manor, Hospital, and MV Hospice. Thank you for your ongoing support and inspiration. With Covid 19, this coming year will be the "year of unknowns". Staff and their teams are looking at new, innovative approaches to ensure the safety of participants and staff for all events. We will continue to stay connected with our donors. We are determined to keep our commitments to our healthcare partners. Thank you!

Warm regards,

Karen Tierney  
Proud Donor; Board Chair



Erin Gienow  
Proud Donor; Executive Director



## Admissions & Occupancy 2019

# of Crisis Residents Admitted- **3**

# of Admissions from SFMH -**3**

Number of Admissions in 2019- **16**

## Residents

- **84** residents live at Valley Manor
- **75** residents suffer severe cognitive impairment
- **75** residents require the use of a containment product
- **9** falls occur per month
- Transfers to ER average **1** per month
- Oxygen is used by an average of **4** residents per month
- **4** residents use a Roam Alert
- **15** residents benefit from Nursing Restorative Care
- **5** Residents Benefit from Special Rehabilitation
- **14** Music programs provided
- **3** exercise programs provided
- **20** residents on Diabetic diets
- **16** Residents on Dysphagia diets

Based on a monthly average  
Pandemic numbers

## Facility Services

# of loads of laundry monthly = **530**

# of work orders monthly- **246**

# of unplanned service repairs monthly-**129**



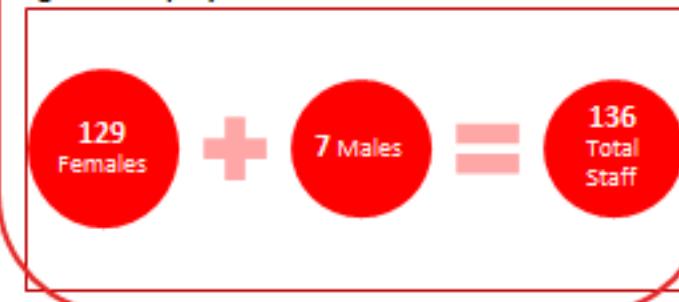
## Human Resources

- 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 2: Employment Gender Mix



## Physiotherapy

There are **24** referrals to Physiotherapy per month

There are **3** referrals to Occupational Therapy per month