

**VALLEY MANOR INC.  
ANNUAL GENERAL MEETING  
June 24, 2021 Via ZOOM**

**\$1 Million Raised!**  
Valley Manor Redevelopment Campaign



**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



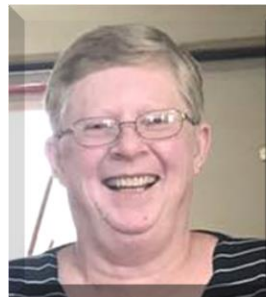
Don Wigglesworth, Vice Chair



Jill Vermaire, Board Member



Pierre-Paul Filion, Secretary – Treasurer



Heather Poliquin, Board Member



Robert Cihelka, Board Member



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



Trisha DesLaurier, CEO



Gail Yantha, Director of Care





## This has been a year unlike any other

### CEO & BOARD CHAIR REPORT



We have experienced many successes in enhancing healthcare over the past 4 years in Barry's Bay and the arrival of COVID-19 tested our system like never before.

Our team has pulled together admirably to continue delivering extraordinary care in the face of this unprecedented pandemic. All frontline staff and leadership have worked tirelessly in uncertain circumstances to protect our most vulnerable residents, fight the spread of infection, care for those afflicted with the virus and support each other. The incredible response from our Valley Manor team and our community shows that we truly are all in this together, making it the essence of our annual report.

A tremendous amount of work took place before the pandemic to build partnerships and position us for success. These community partnerships have been key to our ability to respond to the pandemic and will be key in our work to create a stronger, more integrated healthcare system.

There has been a lot of change and a lot of progress over the last year. Valley Manor continues to be an integral part of the planning, coordination and submission of the Network 24 Ontario Health Team application and we were also recognized as an exemplary leader in palliative care by the Ministry of Health and Think Research.

We continue to make significant advances with technology. Now, with COVID, our innovation in this area will be accelerating and changing the way we provide care. Access to virtual care will be a significant focus moving forward.

The demolition of the Old Sherwood Public School right beside our partner hospital St. Francis Memorial will come to fruition in the early Fall of this year. This is a significant milestone achievement in our redevelopment journey.

Thanks to the generosity of its incredible donors and volunteers, and the proceeds from the popular Catch the Ace lottery, the St. Francis Valley Healthcare Foundation has raised **\$1 Million** for the redevelopment project which will help bring a new long-term care home in Barry's Bay to fruition. We personally commend everyone involved with the Foundation which includes the leaders, staff and the volunteers that contributed to the success of the campaign for Valley Manor Redevelopment. It is with heartfelt thanks and gratitude to everyone in the community that has donated money and time to raise funds for our project. What an incredible community!

Keeping an eye towards the future, our redevelopment plans continue to evolve so that we can continue to provide the best long term care delivery to Barry's Bay and area for many years to come. The pandemic has caused additional delays for the project, however the excellent work of the Long Term Care Commission and the Auditor General's Long Term Care report has provided much insight to allow us to refuel and fine tune our redevelopment plans to post pandemic directives which will benefit our new home in the future.

As we navigate these challenging times, our caring culture underpins our work and supports our teams, healthcare partners and the community. In a year where many hard decisions were made and many more hard decisions are yet to come, we are hopeful that we will see the pandemic in the rear view mirror.

We also remain hopeful for the appropriate investment and attention to the care of the most vulnerable and those that serve them. With hope and thanks for your unwavering commitment to our home this past year.

Trisha DesLaurier  
CEO

Kathryn Marion  
Board Chair

# **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**

## 2020-2021 A Year at a Glance



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

- Valley Manor actively participates in the Network 24 Ontario Health Team Co-ordination and Collaboration Group. Valley Manor is committed to participating in all collaboration efforts that will benefit the patients, residents and community that we serve.
- Valley Manor is an active team member on the Joint Ethics Committee.
- Network 24 submitted the application to Ontario Health on April 30<sup>th</sup> and participated in the virtual site visit on June 4<sup>th</sup>.
- 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 to date is just over 1 million dollars.
- 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 virtual instead of in person.
- Valley Manor's CEO is a contributing partner to the Communication Team group of the Circle of Health.
- 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.
- Working closely with the Municipality of Madawaska Valley on the plans for the demolition of Sherwood Public School. Demolition expected to be complete in Fall 2021.
- Throughout the pandemic, Valley Manor has worked closely with community partners for sharing of supplies and Infection Prevention and Control support. Pembroke Regional Hospital was a key healthcare partner during the pandemic and worked closely to assist us any way that they were able.
- Renfrew County Paramedic and Public Health were also key partners in the planning of the Covid-19 vaccination distribution to our residents and staff. Valley Manor held clinics for staff and resident onsite. The second dose staff clinics were held offsite.



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

- The demolition of Sherwood Public School is scheduled to be completed by early Fall 2021. This is a milestone event in the redevelopment process.
- New funding model for long term care announced in 2020. 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.
- Business Plan currently being amended to allow for construction funding changes, increased fundraising, pandemic design enhancements and cost escalation. This will be resubmitted to Infrastructure Ontario and the Ministry of Health Capital Branch when complete.
- Development Agreement with the Ministry of Health approved.
- A rural funding model has been added to the redevelopment funding in addition to other additional financial increases that include incentives for additional basic accommodations and upfront funding. This is definitely in Valley Manor's favour.
- 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 is an active member of the Provincial Capital Development Advisory Group with Advantage Ontario as a representative for rural health care redevelopment.



### **A HIGH LEVEL OF STAFF SATISFACTION:**

- 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.
- Renegotiation of the ONA and Steelworkers Collective Agreements are set for this year. Plans to work harmoniously with unions to ensure that the contracts will contribute to staff satisfaction, mental health and overall work life balance.



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

- The Ministry of Health has approved funding to ensure that there is air conditioning in every resident room at Valley Manor. Plans are currently underway for the installation of 16 air condition units to ensure each resident room is air conditioned. Valley Manor's common areas are already air conditioned.
- 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. As of today, we still remain in a pandemic and all pandemic protocols remain in place.
- Valley Manor has added a full-time Infection Control Coordinator position to lead and direct the Valley Manor team throughout the pandemic.
- Due to the pandemic, Valley Manor had to defer the 2021 Accreditation survey. It has been rescheduled to April 2022.
- In an effort to address health care worker shortages, in 2020, 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.
- Valley Manor continues to work closely with our local partners from Pembroke Regional Hospital, the Public Health Unit and St. Francis Memorial Hospital should COVID enter our building
- Currently we have a CMI of 1.07 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 continues to partner with local education Institutions in an effort to recruit and retain staff. We partner with Sault College, Algonquin College, Loyalist College and Madawaska Valley High School, in addition to Links to Health.
- Valley Manor invested in one portable air scrubber & 2 ceiling air scrubbers in order to create 3 negative pressure isolation rooms during the Pandemic & in the future. These air scrubbers are easily moved to the new facility.



## HOW COVID 19 AFFECTED VALLEY MANOR



March 11, 2020

WHO declares Covid 19 a worldwide pandemic

Active Screening starts for all who enter.

**MARCH 13**

Visitors are limited to end of life residents only.

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**STATE OF  
EMERGENCY**

**MARCH 17, 2020**

Ontario declares a STATE OF EMERGENCY

**MARCH 18**

The Activities Department prepares a schedule for residents to have phone visits.



**MARCH 20, 2020**

Window visits begin for residents and their loved ones.

**MARCH 30, 2020**

Staff are limited to working at one health care facility during the



**APRIL 20, 2020**

Masks are now mandatory for everyone in the building.

**MAY 1-May 30** The first Covid-19 Testing clinic for residents and staff are held at Valley Manor .

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**June 2020–**  
**Courtyard visits**  
**begin and residents**  
**are reunited with**  
**their loved ones in a**  
**physically distanced**  
**visit.**



**JULY 2020- Indoor**  
**Visiting resumes.**  
**Residents and staff**  
**welcomed families back**  
**to Valley Manor.**



Between August 2020 and December, guidance documents continued to flow in from the Ministry and change rapidly. Mandatory weekly testing was initiated and many other directives were implemented at Valley Manor.



**JANUARY 2021– Resident**  
**Vaccination Clinic for all**  
**residents. Moderna Vaccine**  
**FEBRUARY 2021– In House**  
**Vaccination Clinic for all staff.**  
**Pfizer Vaccination.**  
**MARCH 2021– Second Dose**  
**Vaccination Clinic provided to**  
**all residents.**  
**May 25th-June 1st 2021~**  
**Second Dose vaccinations**  
**provided to staff.**

# 2020 FINANCIAL SNAPSHOT

Prepared by Adam Zahn, Accountant

## Revenues

	<b>\$7,936,116</b>
MOHLTC	75.5%
Residents	24.1%
Others	0.4%

Additional funding was received in 2020 from the Ministry to assist with Covid-19-related expenses.

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

Nursing	\$ 100.26	\$107.84
Programs	\$ 12.06	\$ 12.06
Raw Food	\$ 9.54	\$ 9.54
Other Accommodation	\$ 56.16	\$ 56.16
<b>Total</b>	<b>\$ 178.02</b>	<b>\$185.60</b>

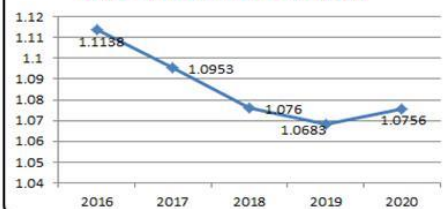
## CMI of 1 = Base funding

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

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



## Case Mix Index (CMI)



## Expenses

	<b>\$7,715,389</b>
Wages/Benefits	79.0%
Supplies	15.3%
Facility Costs	5.7%

## Valley Manor Overview

Beds Available	Bed Occupancy
Private: 12	Private: 11
Semi-Private: 42	Semi-Private: 27
Ward: 36	Spousal Reun: 4
	Ward: 44
<b>Total beds: 90</b>	
<b>Occupancy rate: 94.13%</b>	

Occupancy rate was lower in 2020 due to Covid-19. Less staff were available and there were times when new admissions were not allowed.

Unrealized Pref. Revenues	Current Wait List
Private: \$6,997	Private: 10
Semi: \$34,208	Semi-Private: 14
<b>Total: \$41,205</b>	Ward: 58
	<b>Total: 82</b>

2020 discharges/deaths: 24

## Monthly Rates December 2020

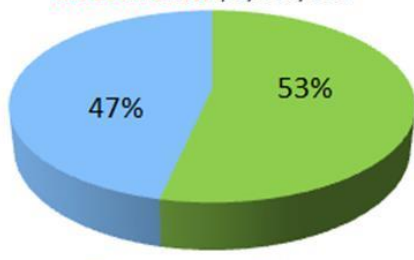
Basic:	\$1,891.31
Semi-Private:	\$2,150.46
Private:	\$2,474.40

## Unions

**ONA**  
RN/RPN: 29

**USW**  
PSW: 87

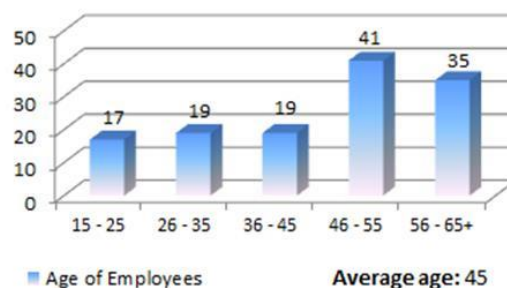
## Investments: \$1,193,235



\$5,843 Investment income earned

Valley Manor contributes  
over **\$505,000/month** in  
wages & benefits to the local  
economy

## Aging Workforce (2020)

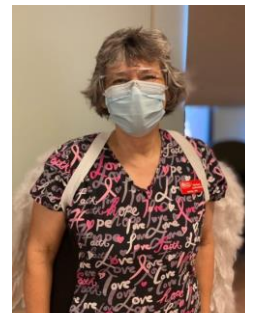
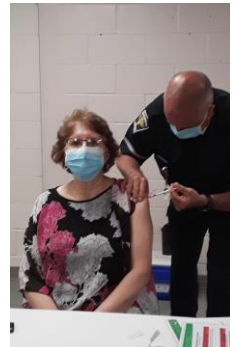


**Average # of FT sick days**  
4.5 days/year

**# of Employees**  
45 Full-time  
88 Part-time  
**FTE 95**



## Our Amazing Valley Manor Family!



## Admissions & Occupancy 2020

# of Crisis Residents Admitted- **8**  
# of Admissions from SFMH **-1**  
Number of Admissions in 2020- **10**

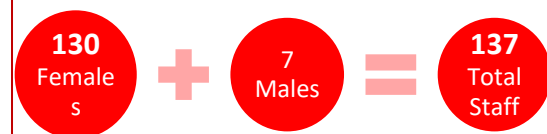
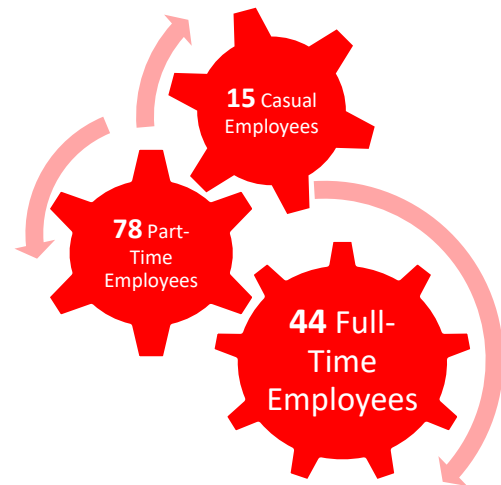
## Residents

- **83** residents live at Valley Manor
- **73** residents suffer severe cognitive impairment
- **76** 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 **3** residents per month
- **4** residents use a Roam Alert
- **17** residents benefit from Nursing Restorative Care
- **4** Residents Benefit from Special Rehabilitation
- **16** Music programs provided
- **5** exercise programs provided
- **19** residents on Diabetic diets
- **13** Residents on Dysphagia diets

Based on a monthly average Pandemic numbers

## Human Resources

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



## Facility Services

# of loads of laundry monthly = **548**  
# of work orders monthly- **241**  
# of unplanned service repairs monthly-**108**



## Physiotherapy

There are **27** referrals to Physiotherapy per month  
There are **2** referrals to Occupational Therapy per month



Medical Director Report  
Dr. Jason Malinowski

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

Since my last dispatch to the Annual General Meeting, there is cause for hope.

Through the most excellent teamwork of our staff and physicians, our residents have been spared the worst of the pandemic. I was very excited to be involved in the vaccine roll-out to our residents this past winter, and excitingly, our residents were the first in Renfrew County to receive the COVID immunization. Hopefully we can avoid any “fourth wave” of the pandemic as a society, and as a home, with the new viral variants that are developing.

It is very heartening to see some of the restrictions being removed over time, as more of the population is getting immunized and the number of new patients with COVID continues to drop. Hopefully before long we will be able to see the halls filled with happy residents enjoying their family visits again.

Since the last report we welcomed the team of Drs. Teresa and Dan Ostapowicz to our medical staff. Also, Dr. Melissa Meeking has now returned from maternity leave and is resuming the care of her patients. Since last report as well, Dr. Erin Murray has been successfully recruited to practice family medicine in Barry’s Bay, and will be joining the medical staff at Valley Manor in 2022. And in the near future, I will be adding a Physician Assistant to my team, to work under my direction, helping to look after my residents at Valley Manor. It is an amazing team that we are developing on the medical care side.

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

## St. Francis Valley HealthCare Foundation



*"With Covid 19, this coming year will be the "year of unknowns". Staff and their teams are looking at new, innovative approaches to ensuring 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. "(Excerpt from our 2019-2020 Annual Report)*

Yes, this past year was definitely the year of uncertainty, requiring flexibility, creativity and a whole lot of perseverance. Covid 19 challenged everyone. The need for dollars to support our healthcare partners did not diminish, and Foundation staff, partners and volunteers stepped up and accepted the challenge. In the end, we did deliver on our promise. We stayed connected with our donors and **exceeded our revenue target raising over \$1.2 million dollars** – our highest amount ever!

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 healthcare community and grateful for their ongoing support.

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 revenue target for 2020-21 was \$603K. We raised over \$1.2 Million! Programs and events were re-vamped to comply with Covid safety requirements.

- We replaced the lost revenue from cancelling the Butterfly Release with a Direct Mail piece raising over \$7,000. Overall \$48,000 was raised for the Hospice/Palliative Care Program.
- The Friends of St Francis Golf Tournament was replaced with a Virtual Charity Event and on-line auction. The event raised \$34,164 in support of local healthcare including the purchase of evacuated for the Hospital.
- Our Virtual Tree of Lights event raised \$96,000 – the highest amount ever! The pre-recorded video program involving Foundation and hospital staff, and community members had over 4000 views on our Facebook page. Hospital equipment purchased included a VAC Therapy System, an upgrade to the medication dispensing unit, over-bed tables and visitor chairs.
- Our Giving Tuesday match-it program resulted in tripling the amount raised in the one day social media campaign over last year and added new donors to our base.
- Thanks to our vendors, our volunteers and staff, over \$392.0K was raised through the Catch the Ace Lottery for the Valley Manor Redevelopment Campaign.
- We wrapped up a very successful fundraising Campaign for Manor Redevelopment with over \$1 Million total raised over the past few years. And work is now underway for the ER Redevelopment Fundraising Campaign.

The dollars raised by the Foundation were exceptional this past year, yet we have work to do. Our number of active donors is down by 17%. While we remain above the national donor retention average, we have dropped from 60% last year to 52% this year. The reason in part is directly related to Covid 19. This is concerning and we will be focusing efforts to stabilize and re-build our donor base.

**Under Strategic Direction, Build & Develop a High Performing Team**, the safety of staff, volunteers and community was a top priority which certainly added additional challenges.

It is amazing that we were able to achieve the above revenue results given that less than three months into her new position, our Executive Director and her team were faced with the challenge of packing the office and setting up their home based offices. Our newly hired Donor Relations Coordinator was only in her job for three

weeks. Yet business continued. Board Meetings were held on time, appeals to the community for Covid support were crafted with sensitivity, virtual communication platforms were adopted, staff training continued, annual plans and budgets were modified, the financial audit & AGM deadlines were met all while adapting to working in an entirely different way.

Although The Bean did not re-open, we have maintained engaged volunteer teams for Catch the Ace, our Virtual Charity Event, Smile Cookie Week and Tree of Lights mail out. We look forward to reconnecting with all our volunteers in person in the near future.

Our Board is very engaged and as a result, a significant amount of work has been accomplished. By-laws are being reviewed and revised where required, needed policies have been created and others updated. This work will continue over the coming year.

**Strategic Direction #3, Maintaining a Positive Reputation and Continue to Raise the Profile of the Organization** was another area where we excelled.

- All events were successful thanks to the strong relationships with our healthcare partners and our volunteer and community support
- The Memorandum of Understandings between the healthcare partners and Foundation were renewed for another five years.
- The needs of our partners during this year of Covid were supported through PPE Appeals, staff appreciation initiatives, thank you videos and more.
- Third Party Events including the KAPOA Virtual Poker Run, Smile Cookie Week, and other fundraising activities exceeded their goals and we were happy to be part of their initiatives.
- The Foundation is an active member of the Madawaska Valley Circle of Health
- In person and virtual attendance at Foundation/third party events/cheque presentations, ongoing donor check-in and appreciation calls and enhanced social media presence

This coming year will continue to pose challenges for our Foundation, yet 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.

Warm regards,

Karen Tierney  
Proud Donor; Board Chair



Erin Gienow  
Proud Donor; Executive Director

