

**The Corporation of the City of Kawartha Lakes  
Agenda  
Victoria Manor Committee of Management Meeting**

**VMC2022-001**

**Monday, January 17, 2022**

**Meeting Commencing at 1:00 PM - Electronic Participation**

**Victoria Manor Boardroom**

**Victoria Manor, Second Floor**

**220 Angeline Street South, Lindsay, Ontario**

**Members:**

**Councillor Doug Elmslie**

**Councillor Patrick O'Reilly**

**Councillor Kathleen Seymour-Fagan**

Please note that this will be an electronic participation meeting and public access to a meeting space is not available. Should you wish to view the proceedings of the meeting please contact Holly Russett at [hrussett@kawarthalakes.ca](mailto:hrussett@kawarthalakes.ca) to request a copy of the zoom invitation for the meeting.

If you have any questions about this electronic participation meeting, please contact Holly Russett at [hrussett@kawarthalakes.ca](mailto:hrussett@kawarthalakes.ca).

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1.	<b>Call to Order</b>	
2.	<b>Adoption of Agenda</b>	
3.	<b>Disclosures of Pecuniary Interest</b>	
4.	<b>Deputations and Presentations</b>	
5.	<b>Approval of the Minutes of the Previous Meeting</b>	3 - 7
6.	<b>Business Arising from Previous Meetings</b>	
7.	<b>Correspondence</b>	
8.	<b>Reports</b>	
8.1.	Victoria Manor Operations Report to Committee of Management, November and December 2021	8 - 14
8.2.	VMC2022-01 2021 Victoria Manor Resident Satisfaction Survey Report	15 - 29
8.3.	VMC2022-02 2021 Victoria Manor Family Satisfaction Survey Report	30 - 42
9.	<b>Closed Session</b>	
9.1.	Closed Minutes, Victoria Manor Committee of Management, November 15, 2021, Municipal Act, 2001 s.239(2)(b)(d)(g)	
9.2.	Victoria Manor Confidential Operations Report to Committee of Management, November and December 2021, Municipal Act, 2001 s.239(2)(b)(d)(e)	
10.	<b>Matters from Closed Session</b>	
11.	<b>Other New Business</b>	
11.1.	Operational Verbal Update - Pam Kulas	
12.	<b>Next Meeting</b>	
	March 21, 2022, Victoria Manor Boardroom or Electronic Video, commencing at 1:00 p.m.	
13.	<b>Adjournment</b>	

**The Corporation of the City of Kawartha Lakes**  
**Minutes**  
**Victoria Manor Committee of Management Meeting**

**VMC2021-006**  
**Monday, November 15, 2021**  
**1:00 P.M.**  
**Electronic Participation**

**Members:**  
**Deputy Mayor Patrick O'Reilly**  
**Councillor Doug Elmslie**  
**Councillor Kathleen Seymour-Fagan**

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**1. Call to Order**

Councillor Elmslie called the meeting to order at 1:00 p.m. Deputy Mayor P. O'Reilly was in attendance.

Executive Director Pamela Kulas, Director Rod Sutherland and Executive Assistant Holly Russett were also in attendance.

Absent: Councillor K. Seymour-Fagan, Sienna Senior Living VP Operations and Long-Term Care Jennifer Powley

**2. Adoption of Agenda**

**VMCM2021-055**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Elmslie

**That** the agenda be adopted as circulated.

**Carried**

**3. Disclosures of Pecuniary Interest**

There were no declarations of pecuniary interest disclosed.

**4. Deputations and Presentations**

None

**5. Approval of the Minutes of the Previous Meeting**

**VMCM2021-056**

**Moved By** Councillor Elmslie

**Seconded By** Deputy Mayor O'Reilly

**That** the minutes of the Victoria Manor Committee of Management meeting held on September 20, 2021, be adopted as circulated.

**Carried**

**6. Business Arising from Previous Meetings**

**6.1 2022 Budget Update**

Director Sutherland gave an update on the 2022 Budget via a brief presentation.

**VMCM2021-057**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Elmslie

**That** the 2022 Budget Update by Director Sutherland, be received for information.

**Carried**

**7. Correspondence**

None

**8. Reports**

- 8.1 Memorandum 005 - Ministry of Long-Term Care Funding to Increase Staffing Levels

**VMCM2021-058**

**Moved By** Councillor Elmslie

**Seconded By** Deputy Mayor O'Reilly

**That** the November 15, 2021 Memorandum 005 from Pamela Kulas, regarding Ministry of Long-Term Care Funding to Increase Staffing Levels, be received.

**Carried**

- 8.2 Memorandum 006 - 2022 Proposed Meeting Dates

**VMCM2021-059**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Elmslie

**That** the November 15, 2021 Memorandum 006 from Rod Sutherland, regarding 2022 Proposed Meeting Dates, be received.

**Carried**

- 8.3 Victoria Manor Operations Report to Committee of Management, September and October 2021

**VMCM2021-060**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Elmslie

**That** the Victoria Manor Operations Report to Committee of Management, September and October 2021, provided by Sienna Senior Living, be received for information.

**Carried**

**9. Closed Session**

**VMCM2021-061**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Elmslie

**That** the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, November 15, 2021 Closed Session Agenda and that are permitted to be discussed in a session closed to the public pursuant to Section 239(2)(b)(d)(e) of the Municipal Act, S.O. 2001. S.25

**Carried**

**10. Matters from Closed Session**

None

**11. Other New Business**

Director Sutherland reported the Mayor received a letter from the Ministry of Long-Term Care, stating that Victoria Manor as a municipal home we are not required to re-develop before 2025. Victoria Manor is required and does meet all requirements in the Long-Term Care Homes Act and all applicable legislation. Recommendations may come forward including, a strategy to determine the building life span and re-development over the next 10-15 years.

Director Sutherland shared recommendations in September from an earlier review that the call bell system was identified to be part of the 2023 Capital Budget. Since then a number of things have come to light and further review, it has been identified that the system may not last that long. There are a few options being reviewed over the next couple weeks and recommendations will be brought forward for the 2022 Budget.

For the Christmas Season, each home area is decorating and hosting a "Resident Family Christmas Tour". A silent auction and goodies as families exit the building are being organized. The Residents will have their annual Christmas dinner on the 25th.

**12. Next Meeting**

January 17, 2022, Victoria Manor Boardroom, commencing at 1:00 p.m.

**13. Adjournment**

**VMCM2021-062**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Elmslie

**That** the Victoria Manor Committee of Management Meeting adjourn at 1:31 p.m.

**Carried**



# **November and December 2021 Victoria Manor Operations Report to Committee of Management**

**Submission Date: January 17, 2022**

**Information for the Months of: November and December 2021**



**Table 1: Victoria Manor Executive Summary Statement of Earnings for November 2021**

	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
Resident Days	49,681	54,612	(4,931)
Occupancy %	89.6%	98.5%	(8.9%)
Nursing Envelope Funds	6,396,941	6,395,715	1,227
Nursing Expenses	7,008,364	8,131,199	1,122,835
<b>Net Nursing Envelope</b>	<b>611,423</b>	<b>1,735,484</b>	<b>1,124,061</b>
Program Envelope Funds	678,115	673,055	5,060
Program Expenses	639,616	702,994	63,378
<b>Net Program Envelope</b>	<b>38,499</b>	<b>29,939</b>	<b>68,438</b>
Food Envelope Funds	534,622	528,936	5,686
Food Expenses	531,489	528,936	(2,553)
<b>Net Food Envelope</b>	<b>3,133</b>	<b>-</b>	<b>3,133</b>
<b>Accommodation Revenue</b>	<b>3,746,274</b>	<b>3,857,633</b>	<b>(111,359)</b>
<b>Accommodation Expenses</b>			
Dietary Expenses	1,120,264	1,222,104	101,840
Housekeeping Expenses	590,443	545,845	(44,598)
Laundry Expenses	216,753	223,311	6,558
Maintenance Expenses	429,454	625,087	195,633
Administration Expenses	440,414	490,094	49,680
Facility Expenses	945,993	1,006,969	60,977

	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
<b>Accommodation Expenses</b>	<b>3,743,321</b>	<b>4,113,411</b>	<b>370,089</b>
Pandemic Revenue	1,405,547	-	1,405,547
Pandemic Expenses	1,382,406	109,808	1,272,597
<b>Net Pandemic Expenses</b>	<b>23,142</b>	<b>109,808</b>	<b>132,950</b>
<b>Net Operating Income</b>	<b>546,830</b>	<b>2,131,009</b>	<b>1,584,179</b>
Capital Reserve	113,605	-	113,605
<b>Net Income (Loss)</b>	<b>660,435</b>	<b>2,131,009</b>	<b>1,470,574</b>

## Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is favorable (\$1K) mainly due to higher level of care (\$43K), higher high-intensity claims (\$2K), higher direct care funding (\$100K), higher allied health professional funding (\$19K); offset by lower pay equity funding (\$19K), lower BSO funding (\$138K), and lower falls prevention (\$5K).

Pandemic: Year to Date Pandemic net impact is favourable (\$132K)

Nursing Expenses – Direct: YTD are favorable (\$739K) mainly due to lower RN wages (\$361K), lower PSW wages (\$85K), lower BSO wages (\$164K), lower MDS RAI wages (\$30K), lower benefits (\$153K); offset by higher RPN wages (\$3K), and higher agency wages (\$50K).

Nursing Expenses – Administration: YTD are favorable (\$384K) mainly due to lower wages (\$197K), lower benefits (\$72K), lower MDS RAI (\$14K), lower IT allocation (\$6K), lower computer expenses (\$1K), lower falls prevention equipment (\$5K), lower equipment expenses (\$1K), lower medical supplies (\$110K), lower travel costs (\$3K); offset by higher high-intensity (\$2K), higher incontinent supplies (\$15K), and higher one-time funding expense-BSO training (\$8K).

Program Revenue: YTD Program is favorable (\$5K) mainly due to higher level of care funding (\$133K); offset by lower pay equity funding (\$1K), and lower physio funding (\$127K).

Program Expenses: YTD Program expenses are favorable (\$63K) mainly due to lower wages (\$36K), lower benefits (\$13K), lower IT allocations (\$2K), lower physio (\$3K),

lower purchased services (\$3K), lower supplies (\$10K), lower transportation costs (\$2K); offset by higher staff costs (\$6K).

Food Revenue: YTD Food revenue is favorable (\$1K).

Food Expenses: YTD Food expense are unfavorable (\$3K).

Accommodation Revenue: YTD revenue is unfavorable (\$111K) mainly due to lower basic accommodation (\$51K), lower preferred accommodation (\$42K), lower miscellaneous income (\$6K), lower other income from hair care (\$5K), lower prior period LTC reconciliation (\$5K), and lower pharmacy (\$2K).

Dietary Expenses: YTD Dietary expenses are favorable (\$102K) mainly due to lower wages (\$79K), lower benefits (\$20K), lower equipment expenses (\$3K), lower supplies (\$1K); offset by lower recovered costs (\$2K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$45K) mainly due to higher wages (\$5K), higher chemical and cleaning supplies (\$25K), higher supplies (\$23K); offset by lower benefits (\$2K), and lower equipment expenses (\$6K).

Laundry Expenses: YTD expenses are favorable (\$7K) mainly due to lower wages (\$10K), lower equipment (\$5K); offset by higher benefits (\$2K), and higher laundry supplies (\$6K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$196K) mainly due to lower wages (\$53K), lower benefits (\$9K), lower alarm (\$4K), lower chemical and cleaning supplies (\$3K), lower electrical (\$12K), lower minor capital equipment (\$113K), lower grease trap cleaning (\$1K), lower landscaping and snow removal (\$13K), lower contracted services (10K), lower plumbing (\$3K), lower supplies (\$8K); offset by higher building repair (\$1K), higher elevator expenses (\$4K), higher equipment (\$25K), and higher fire system (\$2K).

Administration Expenses: YTD Administration are favorable (\$50K) mainly due to lower bad debts (\$12K), lower bank charges (\$17K), lower communications expenses (\$1K), lower computer expenses (\$10K), lower software and software subscriptions (\$23K), lower professional fees (\$28K), lower purchased services (\$46K), lower supplies (\$8K), lower travel (\$2K), lower promotions (\$1K); offset by higher wages (\$42K), higher benefits (\$16K), higher association fees (\$1K), higher collection costs (\$1K), higher IT allocation (\$6K), higher office equipment expenses (\$29K), and higher staff costs (\$3K).

Facility Expenses: YTD Facility expenses are favorable (\$61K) mainly due to lower gas (\$10K), lower hydro (\$131K including rebate credit of \$49K), lower water (\$2K); offset by higher cable (\$1K), higher management fees (\$73K), and higher waste removal (\$8K).

**Table 2: Year to Date Capital Expenses: November 2021**

<b>Capital Expense</b>	<b>Approved 2021 Budget</b>	<b>Year-to-Date Expenses</b>
Wanderguard System	15,000	
Whirlpool Bath Tub	35,000	35,000
Portable Lifts (2)	30,000	30,000
Air conditioning cooling units in serveries	13,000	Delayed
Food Processor	6,000	5,000
Hand held devices	944	
Repair and replacement of existing outdoor walkways	23,000	25,000
<b>Totals</b>	122,944	

## Scorecard: Quality

**Table 3: Canadian Institute for Health Information (CIHI) quarter 4 (January to March 2021) results.**

<b>Indicator</b>	<b>2021 Q4 Current Performance</b>	<b>Target</b>
Antipsychotic medications	21.90	19.50
Worsened stage 2-4 pressure ulcers	1.60	2.50
Has fallen	14.00	16.50
Daily physical restraints	3.20	2.90
Has pain	5.20	5.50
Worsened pain	5.60	9.40
Percentage of complaints received by a LTCH that were acknowledged to the individual who made a complaint within 10 business days.	100	100
Transfers to Emergency department (note Q1-Q4 2019)	10.8	23.00

Indicators are monitored monthly during Resident Safety meetings. Action plans are in place.

## **Scorecard: People**

### **Employee Engagement**

- Several team members were recognized in November and December by residents and peers through the Spot A Star program.
- Various activities throughout December held for team members

### **Projects, Location Events and Other**

- Implemented Integrated Medication Management Program
- Implemented Skin and Wound App

## **Long Term Care Update**

### **Occupancy (data since last report)**

- 89.6% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 10 move ins and 13 discharges

### **Regulatory visits i.e. MOL, Public Health**

Ministry of Health Inspection Report has been received. 1 Order cleared. 1 Written Notification and 1 Voluntary Plan of Correction received. Report to be presented in March 2022

### **Written and Verbal Complaints Summary**

Written complaint received from a resident family who expressed concerns other residents wandering into residents room. Complaint resolved.

Written complaint received from a family member who had concerns that the staff at the home are not required to be fully vaccinated. Complaint resolved.

Written complaint received from a resident family who feels that we are not doing enough to treat residents illness. Complaint resolved.

Written complaint received from a family member who felt that a team member spoke rudely and acted inappropriately when removing resident from an unsafe situation. Complaint resolved.

Verbal complaint received from a family member who expressed concerns that because of the vaccination directive is in place visiting indoors was not permitted. Complaint resolved.

### **Compliments Summary**

Many cards and emails of thank you received from families for the wonderful care provided by team members.

### **Occupational Health and Safety Issues**

Nothing to report.

### **Resident and Family Satisfaction Survey**

Christmas Tours held for residents and families to celebrate Christmas. Very well received.

Resident and Family Satisfaction Surveys completed in September. Results received.

### **Resident/Family Council Updates**

Family Council has new President co-chairs.

Family virtual town hall meetings held November 30.

### **Emergency Preparedness and Environmental concerns**

Code Red drills were held on all three (3) shifts in November and December 2021.

All emergency codes tested on all 3 shifts in 2021.

**The Corporation of the City of Kawartha Lakes**  
**Victoria Manor Committee of Management**  
**Report VMC2022-01**

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**Meeting Date: January 17, 2022**

**Meeting Time: 1:00 p.m.**

**Meeting Place: Electronic Video Meeting**

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**Subject: 2021 Victoria Manor Resident Satisfaction Survey**

**Author Name and Title: Pam Kulas, Executive Director**

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**Recommendation(s):**

**Resolved That** Report VMC2022-01, "2021 Victoria Manor Resident Satisfaction Survey", be received.

## **Background:**

Align, the third party firm was chosen to administer the 2021 Resident Satisfaction Survey. In addition to the questions regarding satisfaction, this survey also analyzes the domains of resident satisfaction. Evidence based survey theory is used to weight questions and determine the areas of care and service delivery that have the greatest influence on satisfaction. Surveys for residents who were able to complete the survey were hand delivered.

The survey tool offered a total of 33 questions of which 21 questions were organized into the domains of care quality, quality of life, care responsiveness, communication, dining experience and environment. Domains are often driven by common systems and processes which provide an understanding of how effectively systems and processes are functioning. The survey also included 2 global measure questions related to overall satisfaction and 10 questions specifically related to organization specific services. For each domain, residents were able to provide comments.

Residents rated each using the agreement scale of "Strongly Agree", "Agree", "Disagree" and "Strongly Disagree".

A total of 81 surveys were distributed to residents and 70 were completed for a response rate of 86%. The average response rate was 100% in 2020.

The average age of the residents living at Victoria Manor is between 84-89 years old and the average number of years spent in the home is approximately 1.5 years. Circumstances that cause people to enter into Long Term Care are: advanced age, poor health and their ability to function, and requiring assistance with activities of daily living. The onset of dementia, incontinence and the effects of a stroke increase the likelihood of moving into a long term care home.

## **Results:**

Results of the survey were compared to all long term care homes owned and managed by Sienna Senior Living, where more than 11,000 seniors live.

### **Resident Satisfaction**

The overall 2021 Resident satisfaction positive response rate for the questions "overall quality of services" and "recommendation to others" was 82% compared to the 2020 Resident satisfaction score of 95%, a decrease of 13%. The overall Resident satisfaction score among Sienna Senior Living was 82%.

Of the 33 questions offered, 29 scores were at or better than the Sienna average.



The 4 scores below the Sienna average are:

- I am satisfied with the quality of laundry services at this care community
- Meals are served in a pleasant atmosphere.
- I am satisfied with the Nurse Practitioner Services at this care community
- I have opportunities to communicate with my family and friends during this pandemic

The next step in the process is to review the results with Residents Council. The results of those discussions will form an action plan to improve areas that stakeholders are most concerned about.

**Attachments A:**

Victoria Manor Resident Satisfaction Results 2021

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**Director: Rod Sutherland**  
**Phone: 705-324-9870 ext. 3206**  
**E-Mail: [rsutherland@kawarthalakes.ca](mailto:rsutherland@kawarthalakes.ca)**

CARE COMMUNITY

# RESIDENT EXPERIENCE SURVEY

Data begins: **AUG 13, 2021**

Data ends: **OCT 21, 2021**

Date reported: **OCT 26, 2021**

**COMPREHENSIVE REPORT**

ANALYSIS PREPARED FOR

**SIENNA SENIOR LIVING**

**JP**

**VICTORIA MANOR**

220 Angeline Street South • Lindsay, ON K9V 5E9

This report summarizes your survey results. The charts and graphs selected by your organization provide important information necessary to identify opportunities for improvement, as well as areas in which respondents feel you do well.

Surveys created:

**81**

Surveys received:

**70**

Response rate:

**86%**

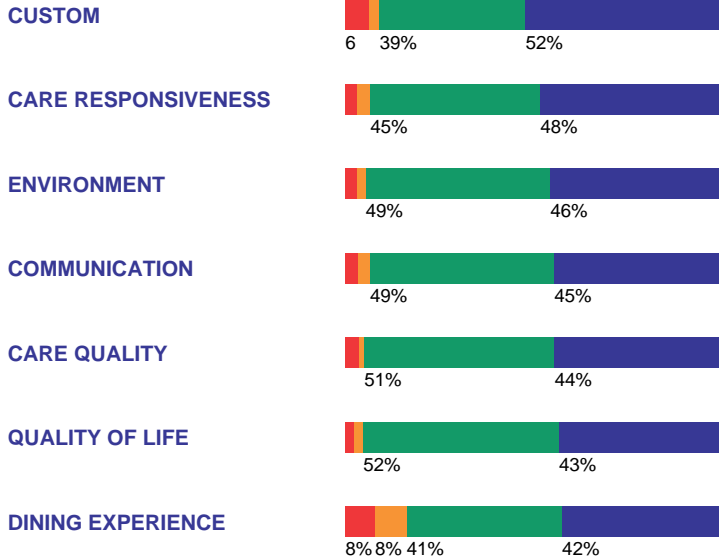
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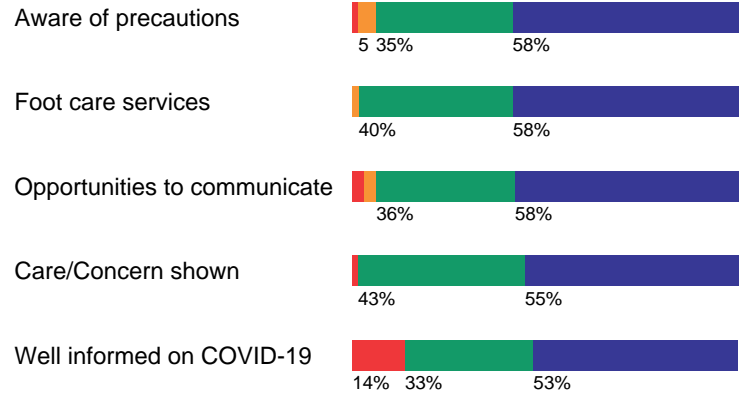


**DOMAINS: Highest to lowest by 'Strongly Agree'**



**ITEMS: Top 5 by 'Strongly Agree'**

Of all survey items, the 5 items with the highest "Strongly Agree" rating, listed by highest to lowest.



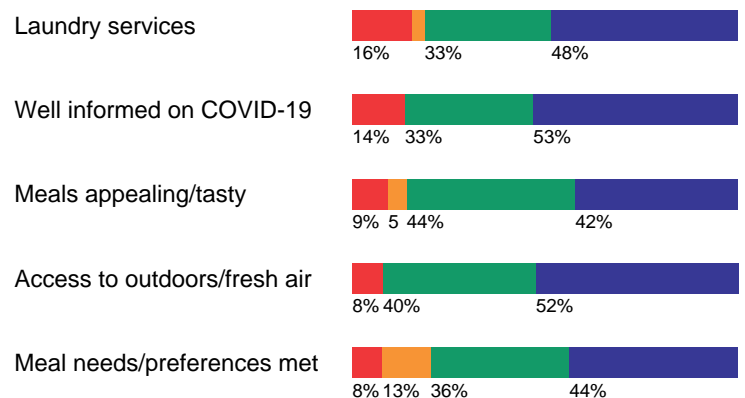
**COMMENTS: Top words**

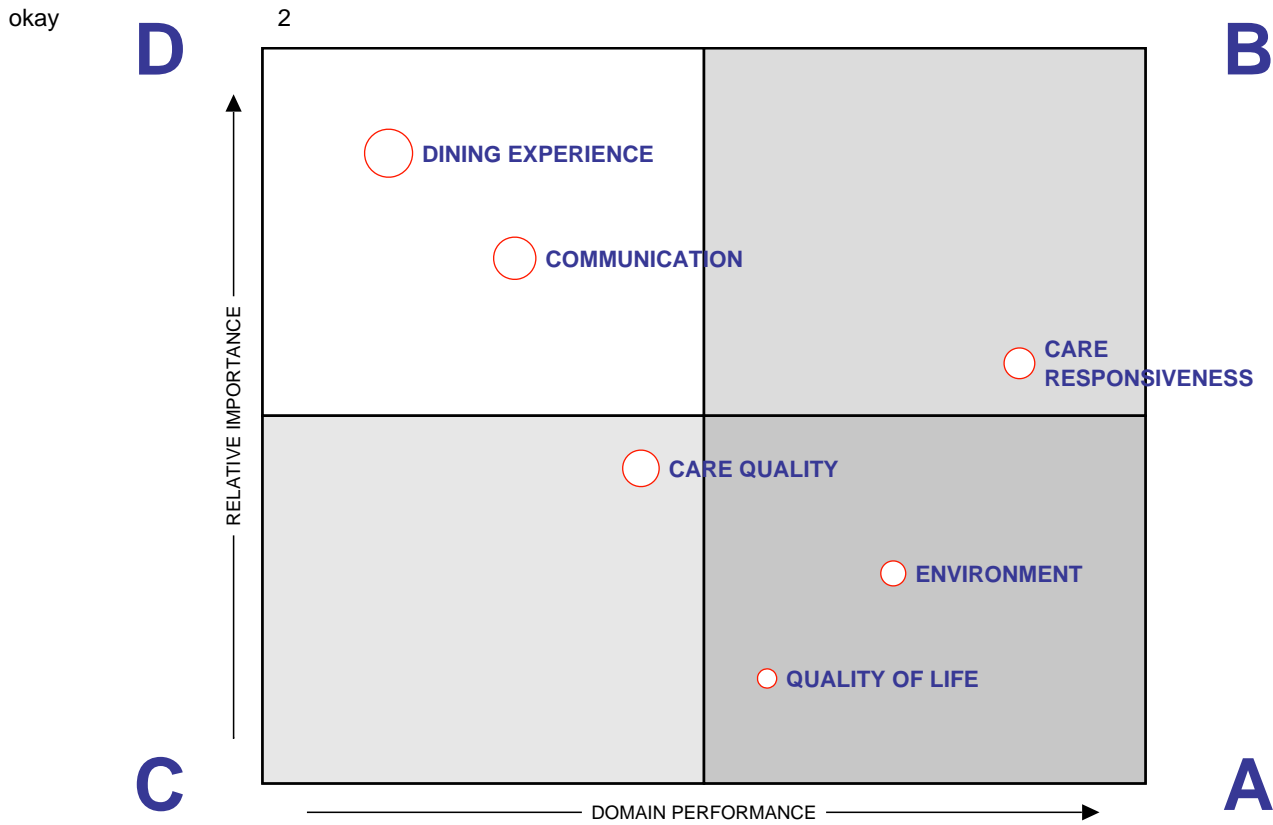
ITEM: What are three words you would use to describe your experience at our care community?

good	15
fine	13
nice	7
fun	5
caring	4
ok	3
clean	2
excellent	2
fair	2
happy	2
helpful	2
kind	2
lovely	2
no	2

**ITEMS: Bottom 5 by 'Strongly Disagree'**

Of all survey items, the 5 items with the highest "Strongly Disagree" rating, listed by highest to lowest.





**DINING EXPERIENCE**

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	Average	ENTITY	ORG.
Meals appealing/tasty	9%	5%	44%	42%	73	62	
Pleasant atmosphere for meals	6%	8%	44%	41%	73	67	
Meal needs/preferences met	8%	13%	36%	44%	72	62	



**GLOBAL**

	POOR	FAIR	GOOD	EXCELLENT	Average	ENTITY	ORG.
Recommendation to others	9%	8%	35%	48%	74	68	

**CARE COMMUNITY  
RESIDENT EXPERIENCE SURVEY  
RATINGS BY DOMAIN**

Data begins: **AUG 13, 2021**  
 Data ends: **OCT 21, 2021**  
 Date reported: **OCT 26, 2021**  
**COMPREHENSIVE REPORT**

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	Strongly Agree + Agree	
					ENTITY	ORG.
<b>QUALITY OF LIFE</b>						
Respect shown			53%	46%	99%	93%
Involvement in daily decisions			55%	41%	96%	88%
Privacy needs respected			49%	47%	96%	90%
Offers meaningful things to do	6%		51%	40%	91%	86%
<b>COMMUNICATION</b>						
Involved in plan of care	4		48%	48%	96%	86%
Kept informed by staff	3		52%	44%	95%	83%
Questions answered	7%		48%	42%	90%	87%
<b>CARE RESPONSIVENESS</b>						
Care/Concern shown			43%	55%	99%	90%
Timely response	3	6%	48%	43%	91%	84%
Assistance received	5	5	45%	46%	91%	88%
<b>CARE QUALITY</b>						
Quality of nursing care			49%	49%	98%	93%
Quality of personal care			49%	49%	98%	91%
Effective pain management	3	3	53%	41%	94%	89%
Staff well trained/competent	8%	3	51%	38%	89%	89%

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**RATINGS BY DOMAIN**

COMPREHENSIVE REPORT

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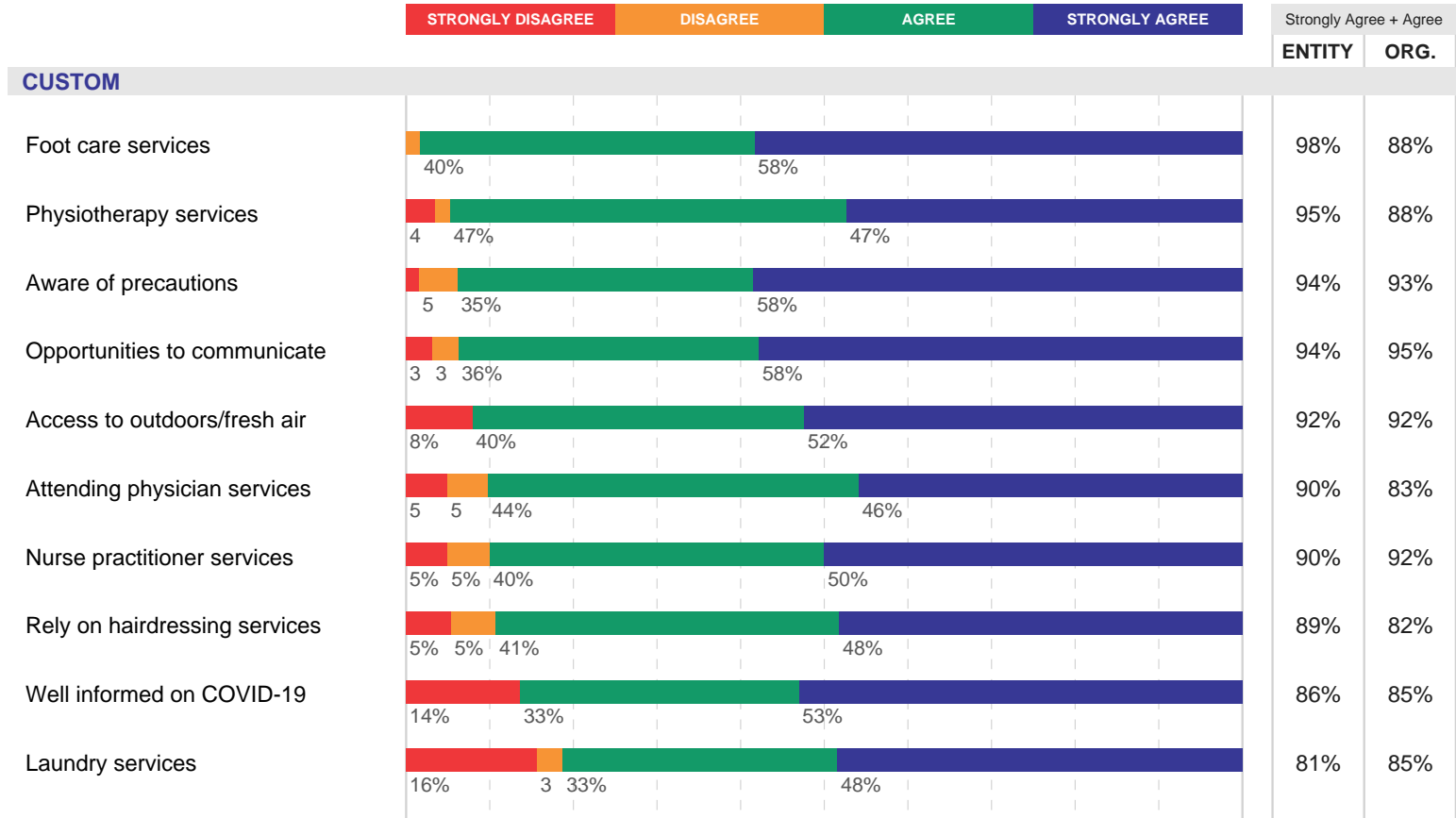


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**CARE COMMUNITY  
RESIDENT EXPERIENCE SURVEY  
RATINGS BY DOMAIN**

Data begins: **AUG 13, 2021**  
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**COMPREHENSIVE REPORT**

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**RATINGS BY DOMAIN**

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	<span style="color: red;">STRONGLY DISAGREE</span> <span style="color: orange;">DISAGREE</span> <span style="color: green;">AGREE</span> <span style="color: blue;">STRONGLY AGREE</span>				Average	
					ENTITY	ORG.
<b>QUALITY OF LIFE</b>						
Respect shown					81	73
Privacy needs respected					80	71
Involvement in daily decisions					78	68
Offers meaningful things to do					75	69
<b>COMMUNICATION</b>						
Involved in plan of care					79	69
Kept informed by staff					78	66
Questions answered					76	68
<b>CARE RESPONSIVENESS</b>						
Care/Concern shown					84	70
Timely response					77	66
Assistance received					77	69
<b>CARE QUALITY</b>						
Quality of nursing care					82	73
Quality of personal care					82	71
Effective pain management					77	69
Staff well trained/competent					73	69

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# RATINGS BY DOMAIN

COMPREHENSIVE REPORT

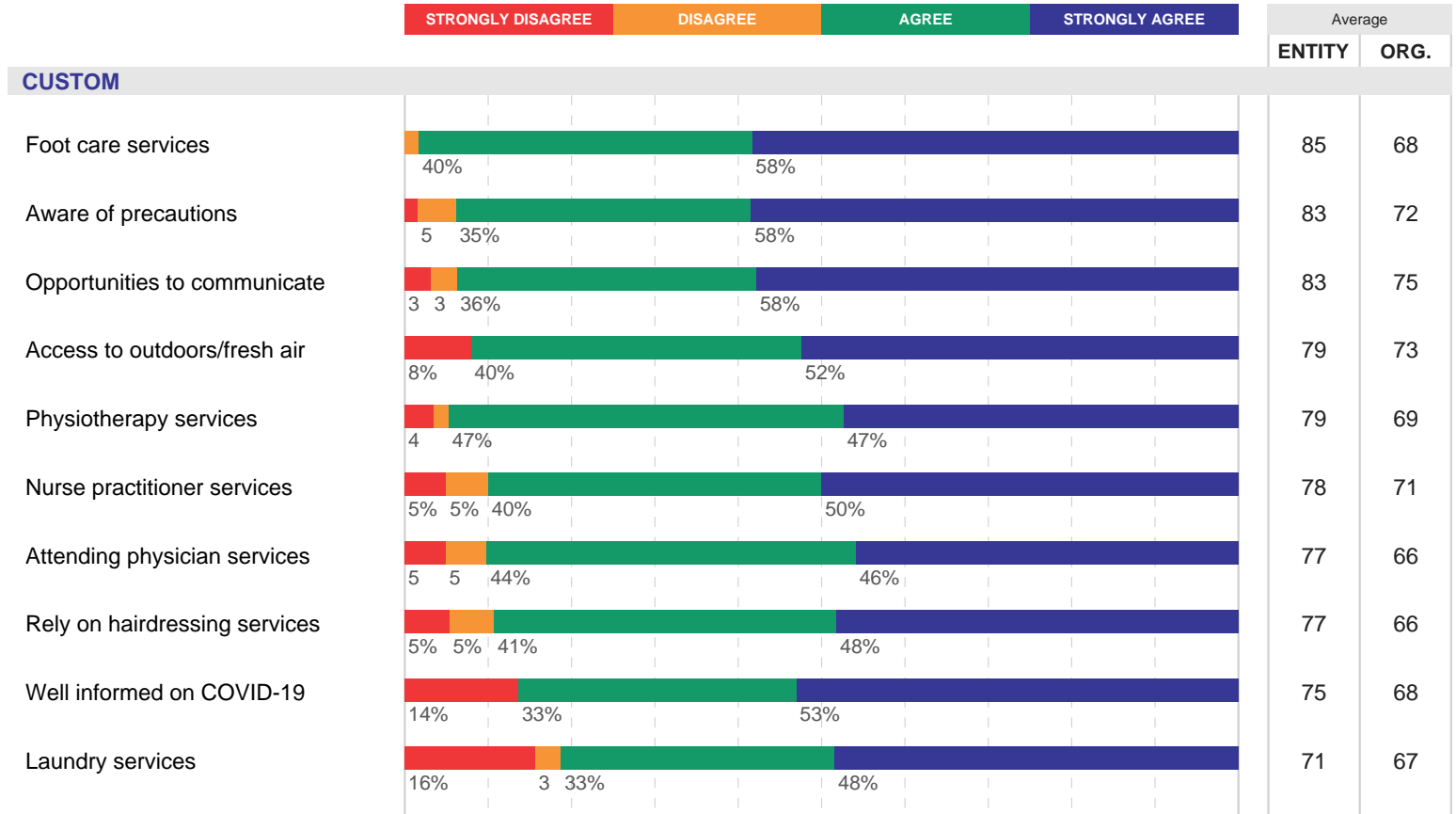
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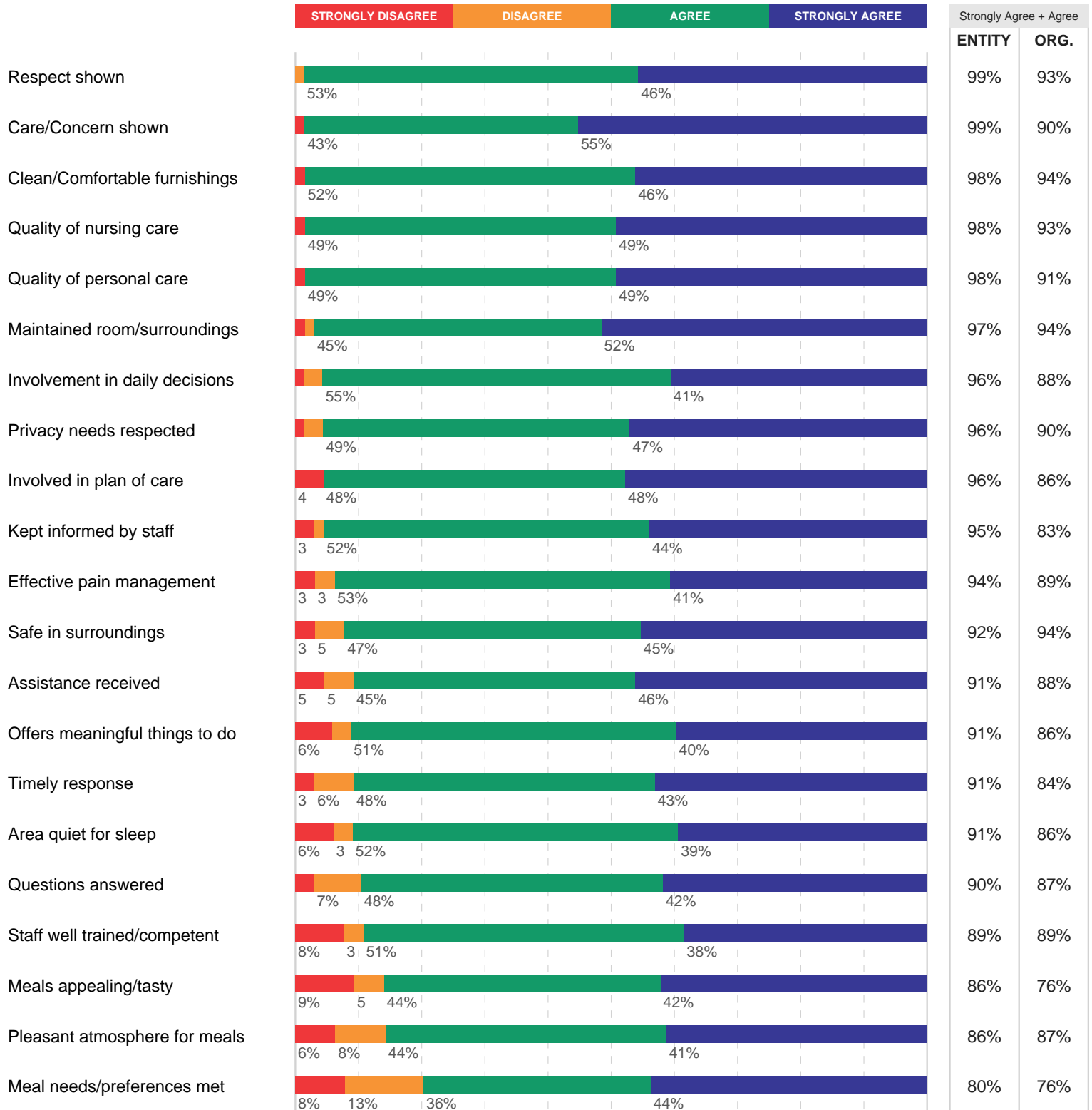
**RATINGS BY DOMAIN**

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**RATINGS BY ITEM**

COMPREHENSIVE REPORT

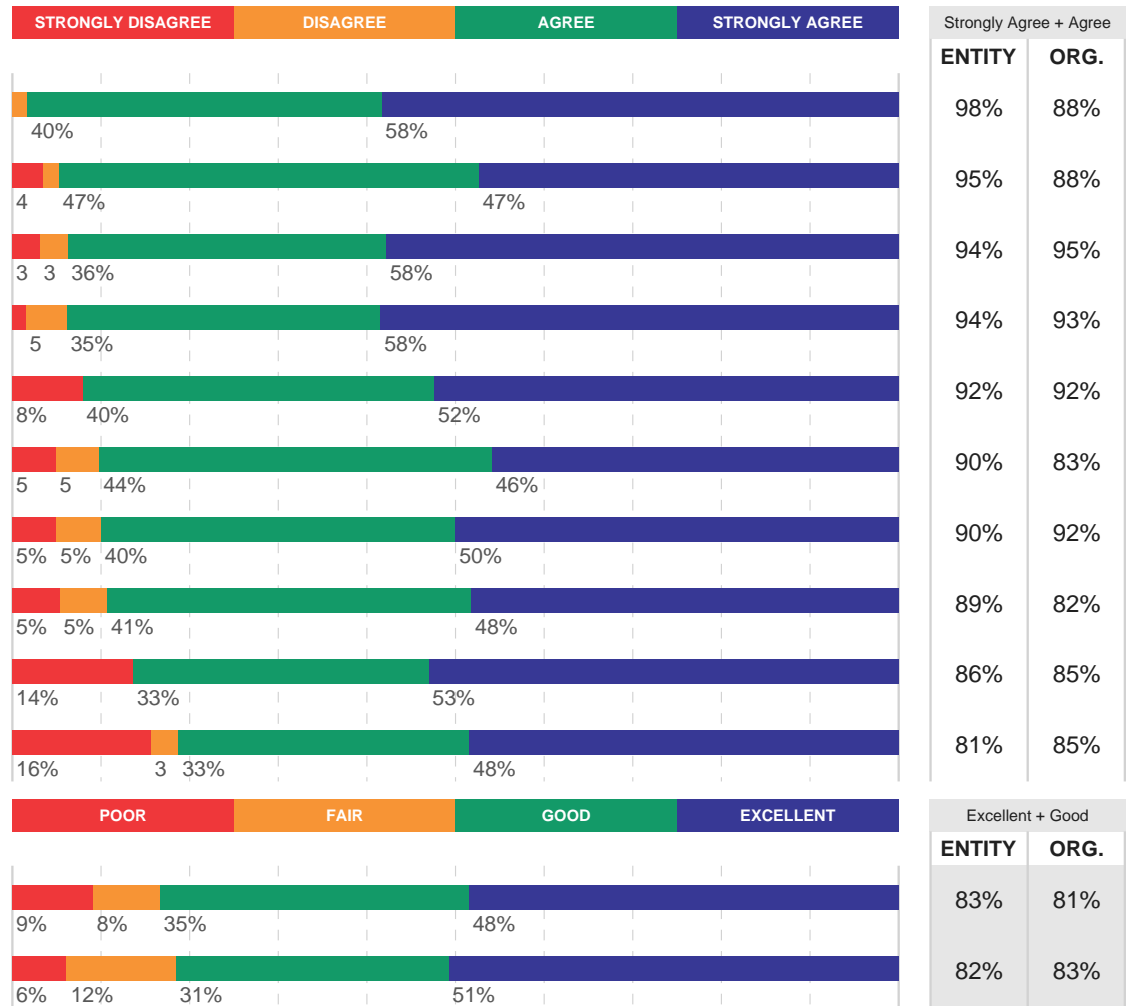


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**RATINGS BY ITEM**

COMPREHENSIVE REPORT

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**CARE COMMUNITY  
RESIDENT EXPERIENCE  
SURVEY ITEMS BY DOMAIN**

ITEM NO.	LABEL	ITEM AS IT APPEARS ON THE SURVEY
<b>CARE QUALITY</b>		
11	Quality of nursing care	The nurses provide high-quality nursing care.
12	Quality of personal care	The personal support workers / health care aides provide high-quality care.
13	Staff well trained/competent	Staff is well trained and competent.
14	Effective pain management	My pain is managed effectively.
<b>QUALITY OF LIFE</b>		
1	Respect shown	Staff behave respectfully toward residents and families.
2	Involvement in daily decisions	My preferences and choices are incorporated into my daily routine.
3	Offers meaningful things to do	I am offered opportunities for meaningful things to do.
4	Privacy needs respected	My need for privacy is respected.
<b>CARE RESPONSIVENESS</b>		
8	Timely response	My requests are responded to in a timely fashion.
9	Care/Concern shown	Staff show care and concern for my needs.
10	Assistance received	I receive all the assistance that I need.
<b>COMMUNICATION</b>		
5	Questions answered	My questions are answered to my satisfaction.
6	Involved in plan of care	My family and I are actively involved in my plan of care.
7	Kept informed by staff	Staff keep me informed of information that affects me.
<b>DINING EXPERIENCE</b>		
19	Meals appealing/tasty	Meals served to me are appealing and tasty.
20	Meal needs/preferences met	Meals meet my needs and preferences.
21	Pleasant atmosphere for meals	Meals are served in a pleasant atmosphere.
<b>ENVIRONMENT</b>		
15	Maintained room/surroundings	My room and surroundings are clean and well maintained.
16	Area quiet for sleep	The area around my room is kept quiet for sleep.
17	Clean/Comfortable furnishings	The furnishings are clean and comfortable.
18	Safe in surroundings	I feel safe in my surroundings.
<b>GLOBAL</b>		
22	Recommendation to others	Overall, how would you recommend this care community to others?
23	Overall quality of services	How would you rate the overall quality of services provided by this care community?
<b>ORGANIZATION-SPECIFIC</b>		
24	Laundry services	I am satisfied with the quality of laundry services at this care community.
25	Foot care services	I am satisfied with the foot care services at this care community (as applicable).
26	Physiotherapy services	I am satisfied with the physiotherapy services at this care community (as applicable).
27	Attending physician services	I am satisfied with the Attending Physician services at this care community (as applicable).
28	Nurse practitioner services	I am satisfied with the Nurse Practitioner Services at this care community (as applicable).
29	Rely on hairdressing services	I rely on hairdressing services at this care community.
30	Access to outdoors/fresh air	I have access to outdoor spaces and fresh air.
31	Well informed on COVID-19	I am kept informed about the impact of COVID-19 within the care community.
32	Aware of precautions	I am aware of the precautions taken to protect me during this pandemic.
33	Opportunities to communicate	I have opportunities to communicate with my family and friends during this pandemic.

**COMMENTS:**

**CARE QUALITY**

What could we do to improve the way we provide care?

**QUALITY OF LIFE**

What could we do to improve your quality of life?

**CARE RESPONSIVENESS**

What could we do to improve the way we respond to your needs?

**COMMUNICATION**

What could we do to improve our communication with residents and families?

**DINING EXPERIENCE**

What could we do to enhance our dining services?

**ENVIRONMENT**

What could we do to enhance the environment at our care community?

**GLOBAL: THREE WORDS**

What are three words you would use to describe your experience at our care community?

**GLOBAL**

Any other comments?

**The Corporation of the City of Kawartha Lakes**  
**Victoria Manor Committee of Management**  
**Report VMC2022-02**

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**Meeting Date: January 17, 2022**

**Meeting Time: 1:00 p.m.**

**Meeting Place: Electronic Video Meeting**

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**Subject: 2021 Victoria Manor Family Satisfaction Survey**

**Author Name and Title: Pamela Kulas, Executive Director**

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**Recommendation(s):**

**Resolved That** Report VMC2022-02, "2021 Victoria Manor Family Satisfaction Survey", be received.

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Director

---

Other

## **Background:**

Align, the third party firm was chosen to administer the 2021 Family Satisfaction Survey. In addition to the questions regarding satisfaction, this survey also analyzes the domains of resident satisfaction. Evidence based survey theory is used to weight questions and determine the areas of quality of service and dining experience that have the greatest influence on satisfaction. Surveys for families who were able to complete the survey were hand delivered.

The survey tool offered a total of 27 questions of which 23 questions were organized into the domains of care quality, quality of life, quality of service, dining experience and environment. Domains are often driven by common systems and processes which provide an understanding of how effectively systems and processes are functioning. The survey also included 4 global measure questions related to overall satisfaction. For each domain, family members were able to provide comments.

Families rated each using the agreement scale of "Strongly Agree", "Agree", "Disagree" and "Strongly Disagree".

A total of 168 surveys were available for Families and 83 were completed for a response rate of 49%. The average response rate in 2020 was 41%.

## **Results:**

Results of the survey were compared to all long term care homes owned and managed by Sienna Senior Living.

The overall 2021 Family satisfaction score was 94% compared to the 2020 Family satisfaction score of 95%, a decrease of 1%. The overall Family satisfaction score among Sienna Senior Living was 88%.

Of the 27 questions offered all scores were at or better than the Sienna average.

The next steps in the process are to review the results with Family Council. The results of those discussions will form an action plan to improve areas that stakeholders are most concerned about.

## **Consultations:**

Sienna Senior Living

## **Attachment A:**

2021 Victoria Manor Family Satisfaction Report

**Director: Rod Sutherland**  
**Phone: 705-324-9870 ext. 3206**  
**E-Mail: [rsutherland@kawarthalakes.ca](mailto:rsutherland@kawarthalakes.ca)**



# FAMILY EXPERIENCE SURVEY

Data begins: **AUG 13, 2021**  
Data ends: **OCT 21, 2021**  
Date reported: **OCT 26, 2021**

**COMPREHENSIVE REPORT**

## ANALYSIS PREPARED FOR

**SIENNA SENIOR LIVING**

**JP**

**VICTORIA MANOR**

220 Angeline Street South • Lindsay, ON K9V 5E9

This report summarizes your survey results. The charts and graphs selected by your organization provide important information necessary to identify opportunities for improvement, as well as areas in which respondents feel you do well.

Surveys created:

**168**

Surveys received:

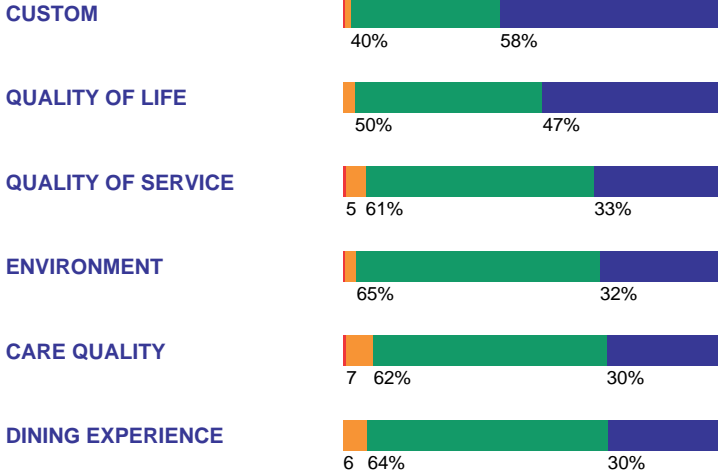
**83**

Response rate:

**49%**

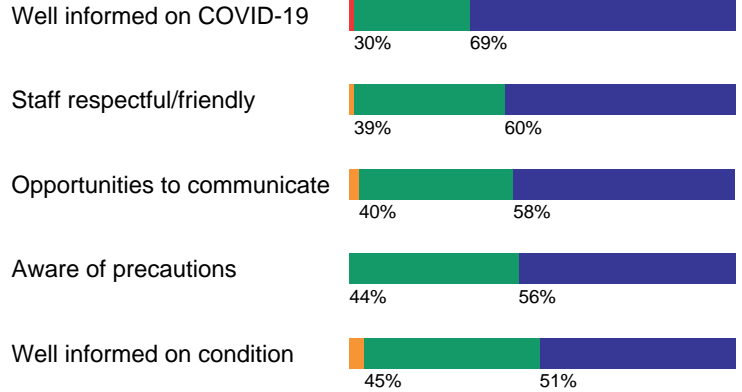


**DOMAINS: Highest to lowest by 'Strongly Agree'**



**ITEMS: Top 5 by 'Strongly Agree'**

Of all survey items, the 5 items with the highest "Strongly Agree" rating, listed by highest to lowest.



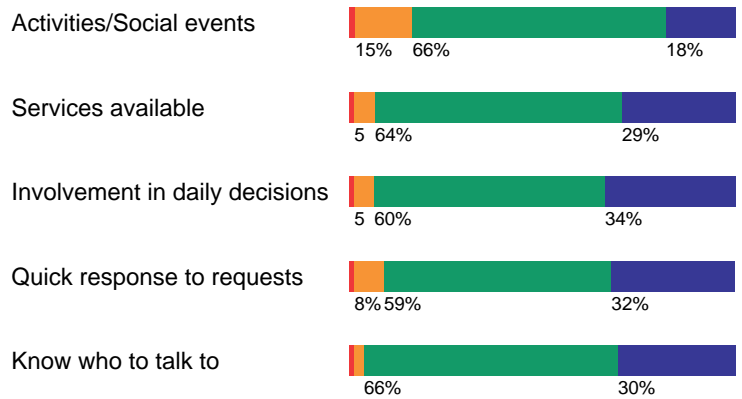
**COMMENTS: Top words**

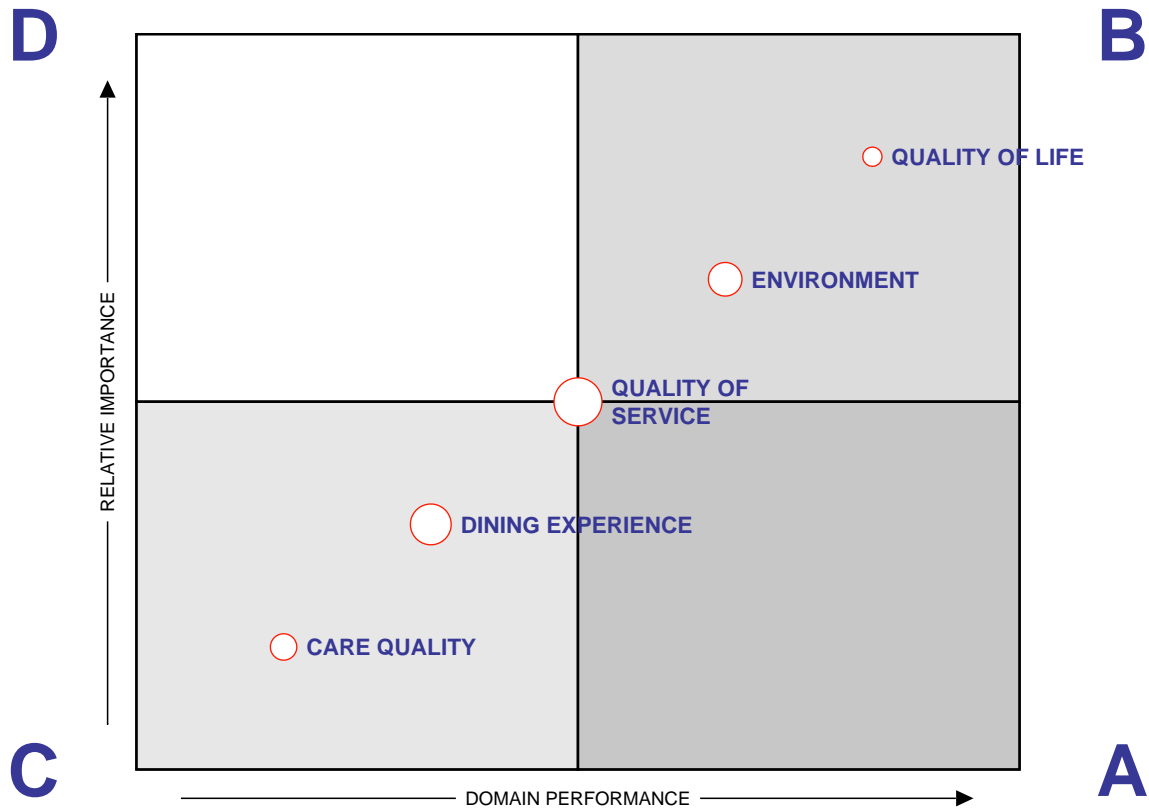
ITEM: What are three words you would use to describe your experience at our care community?

friendly	25
caring	24
clean	12
professional	11
safe	7
helpful	4
informative	4
kind	4
pleasant	4
respectful	4
comfortable	3
compassionate	3
reliable	3
supportive	3
accomodating	2

**ITEMS: Bottom 5 by 'Strongly Disagree'**

Of all survey items, the 5 items with the highest "Strongly Disagree" rating, listed by highest to lowest.





					Average	
	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	ENTITY	ORG.
<b>QUALITY OF SERVICE</b>						
Info about family member	5	53%	42%		79	78
Involvement in daily decisions	5%	60%	34%		75	74
Info to family member	6%	67%	27%		73	72
Services available	5%	64%	29%		73	71



					Average	
	POOR	FAIR	GOOD	EXCELLENT	ENTITY	ORG.
<b>GLOBAL</b>						
Recommendation to others	4	43%	52%		82	77

**CARE COMMUNITY  
FAMILY EXPERIENCE SURVEY  
RATINGS BY DOMAIN**

Data begins: **AUG 13, 2021**  
Data ends: **OCT 21, 2021**  
Date reported: **OCT 26, 2021**  
**COMPREHENSIVE REPORT**

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	Strongly Agree + Agree	
					ENTITY	ORG.
<b>CARE QUALITY</b>						
Staff competent					100%	95%
Know who to talk to					96%	91%
Quick response to requests					91%	88%
Opportunities for activities					87%	84%
Activities/Social events					84%	81%
<b>QUALITY OF LIFE</b>						
Staff cares					99%	94%
Staff respectful/friendly					99%	96%
Dignity/Respect					96%	95%
Feels at home					94%	87%
<b>QUALITY OF SERVICE</b>						
Info about family member					95%	93%
Involvement in daily decisions					94%	90%
Info to family member					94%	89%
Services available					93%	89%
<b>DINING EXPERIENCE</b>						
Dining pleasant/comfortable					97%	85%
Meals appealing/tasty					96%	81%
Assistance provided					93%	87%
Food options					88%	79%

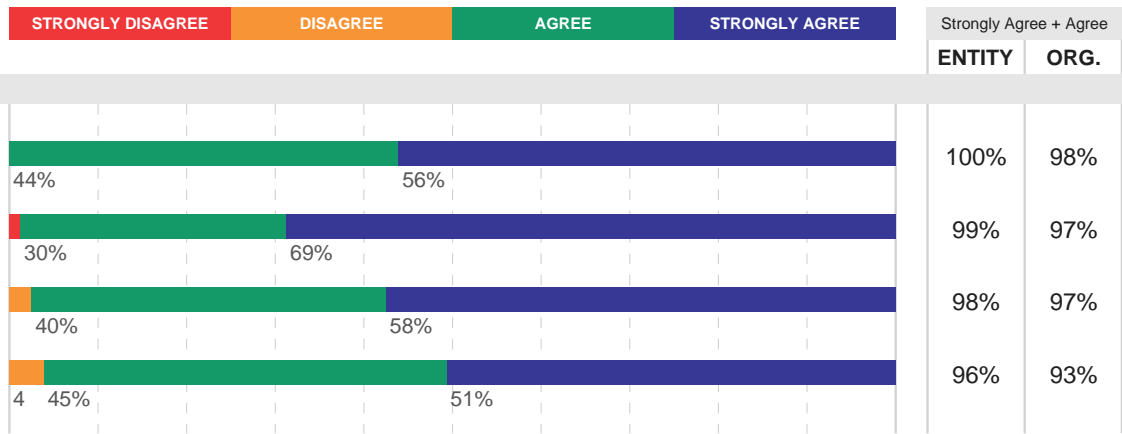
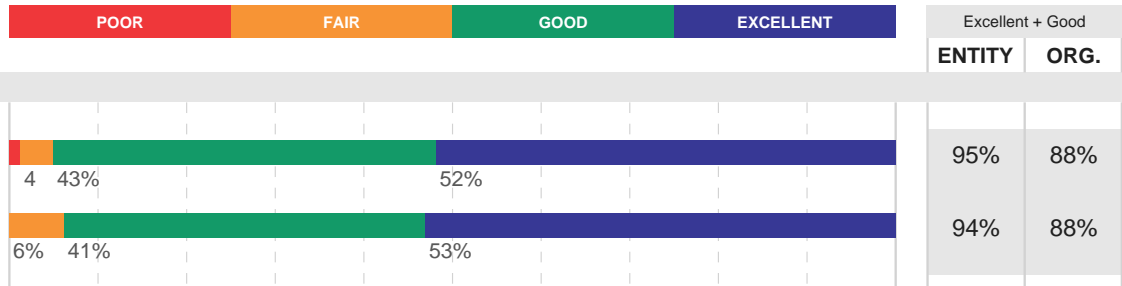
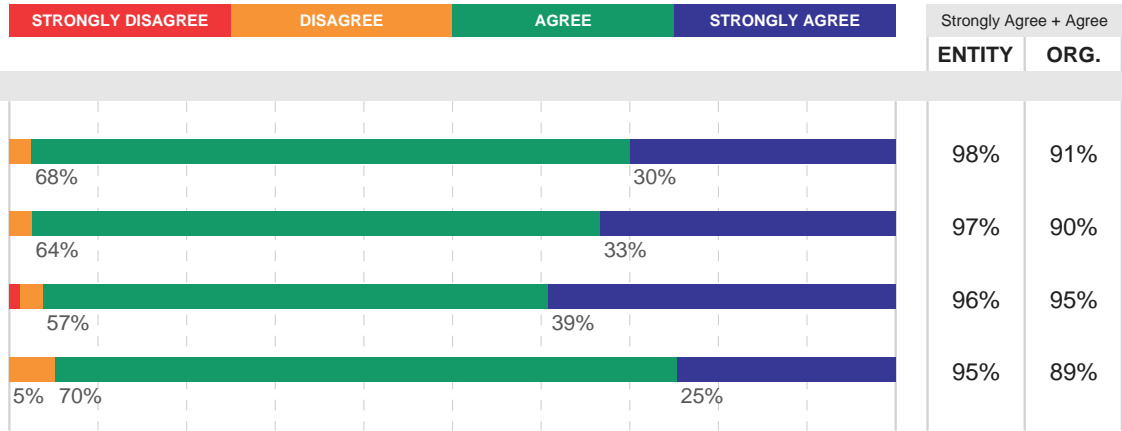
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**CARE COMMUNITY  
FAMILY EXPERIENCE SURVEY  
RATINGS BY DOMAIN**

Data begins: **AUG 13, 2021**  
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**COMPREHENSIVE REPORT**

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**CARE COMMUNITY  
FAMILY EXPERIENCE SURVEY  
RATINGS BY DOMAIN**

Data begins: **AUG 13, 2021**  
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**COMPREHENSIVE REPORT**

Continued from previous page

	<span style="color: red;">STRONGLY DISAGREE</span> <span style="color: orange;">DISAGREE</span> <span style="color: green;">AGREE</span> <span style="color: blue;">STRONGLY AGREE</span>				Average	
					ENTITY	ORG.
<b>CARE QUALITY</b>						
Staff competent					81	77
Know who to talk to					75	75
Quick response to requests					74	73
Opportunities for activities					69	67
Activities/Social events					66	66
<b>QUALITY OF LIFE</b>						
Staff respectful/friendly					86	82
Staff cares					82	78
Dignity/Respect					81	79
Feels at home					74	70
<b>QUALITY OF SERVICE</b>						
Info about family member					79	78
Involvement in daily decisions					75	74
Services available					73	71
Info to family member					73	72
<b>DINING EXPERIENCE</b>						
Meals appealing/tasty					75	65
Dining pleasant/comfortable					75	67
Assistance provided					75	69
Food options					71	64

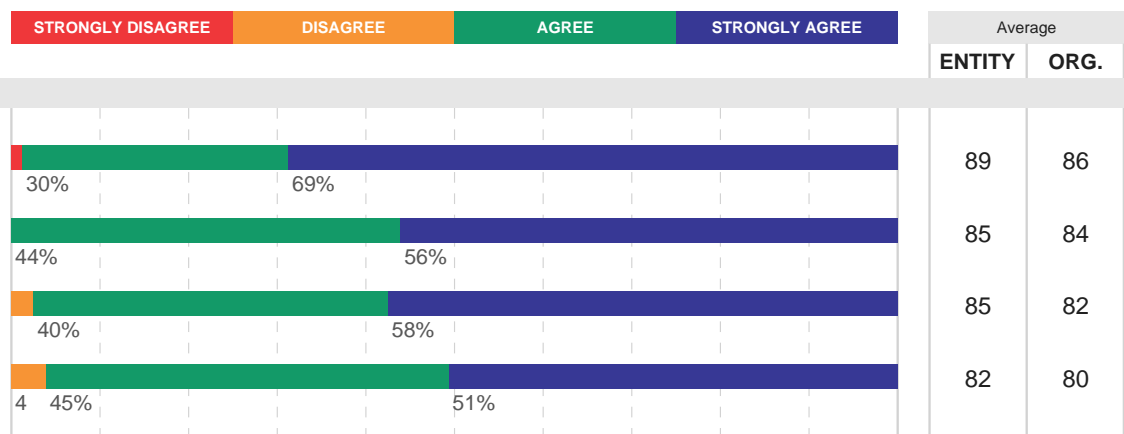
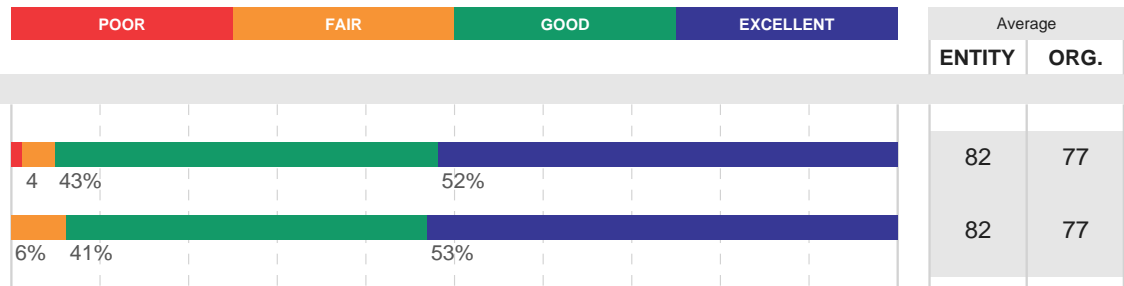
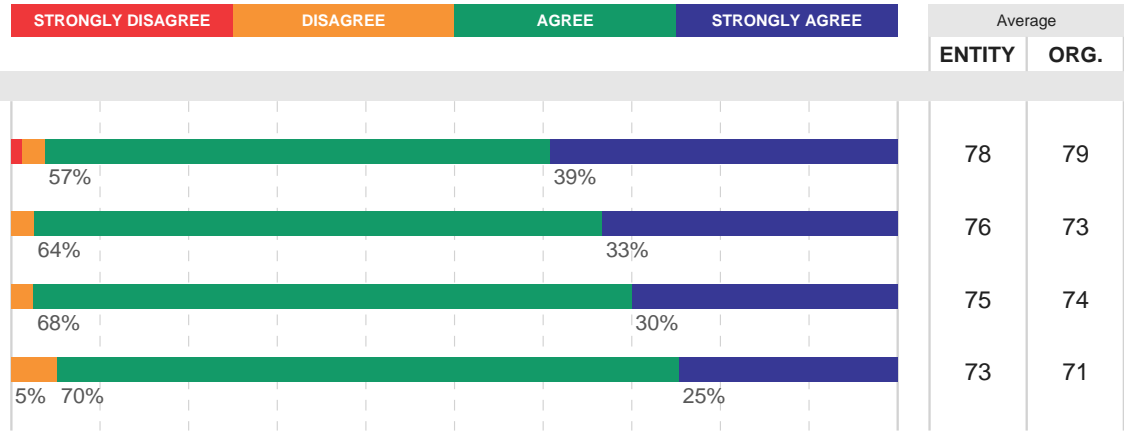
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**CARE COMMUNITY  
FAMILY EXPERIENCE SURVEY  
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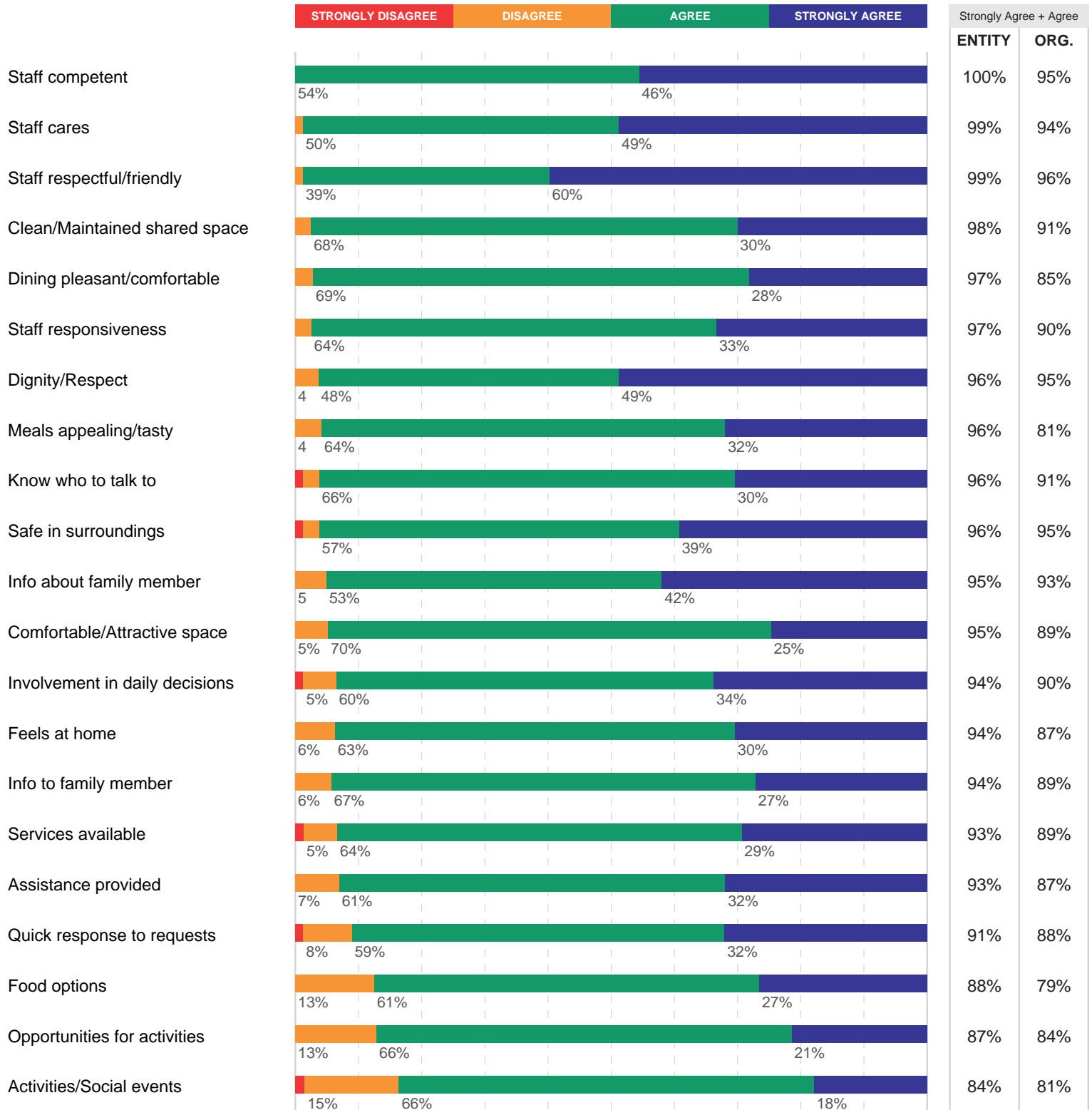
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**CARE COMMUNITY  
FAMILY EXPERIENCE SURVEY  
RATINGS BY ITEM**

Data begins: **AUG 13, 2021**  
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**COMPREHENSIVE REPORT**



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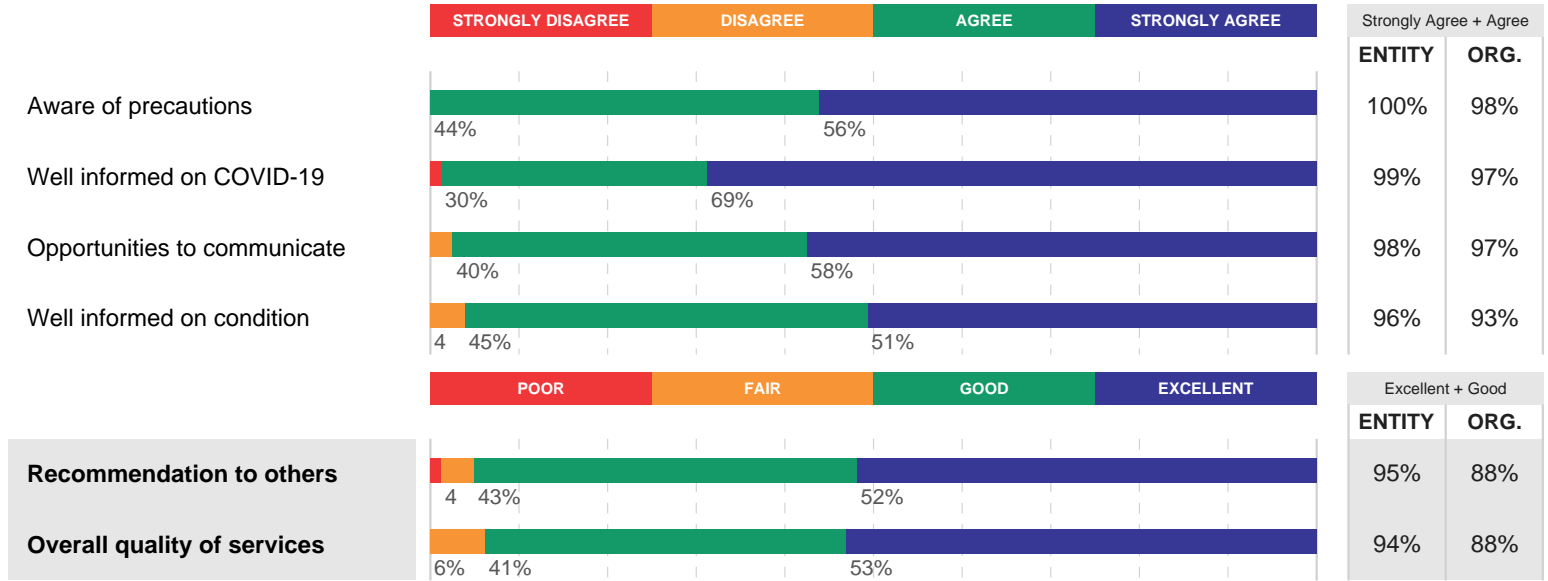
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# RATINGS BY ITEM

COMPREHENSIVE REPORT

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**CARE COMMUNITY  
FAMILY EXPERIENCE SURVEY  
SURVEY ITEMS BY DOMAIN**

ITEM NO.	LABEL	ITEM AS IT APPEARS ON THE SURVEY
<b>CARE QUALITY</b>		
5	Staff competent	Staff helping my family member are competent at what they do.
6	Quick response to requests	My requests are responded to quickly.
7	Know who to talk to	I know who to talk to if I have an issue or concern.
8	Activities/Social events	My family member is comfortable attending activities and social events.
9	Opportunities for activities	My family member has opportunities to engage in activities throughout the day.
<b>QUALITY OF LIFE</b>		
1	Feels at home	My family member feels at home.
2	Staff cares	Staff working here really do care about me and my family.
3	Dignity/Respect	My family member is treated with dignity and respect by staff.
4	Staff respectful/friendly	Staff are respectful and friendly.
<b>QUALITY OF SERVICE</b>		
10	Services available	Services to meet my family member's personal needs are readily available.
11	Involvement in daily decisions	I am involved in making decisions about my family member's daily routines and healthcare.
12	Info to family member	Staff gives my family member the information he/she needs.
13	Info about family member	Staff gives the family information needed about their family member.
<b>DINING EXPERIENCE</b>		
14	Meals appealing/tasty	Meals served are appealing and tasty.
15	Dining pleasant/comfortable	The dining experience is pleasant and comfortable.
16	Assistance provided	Adequate assistance is provided during meals.
17	Food options	My family member can eat what he/she wants when hungry.
<b>ENVIRONMENT</b>		
18	Comfortable/Attractive space	The living space is attractive and comfortable for my family member.
19	Clean/Maintained shared space	Shared spaces in this community are clean and well maintained.
20	Staff responsiveness	Staff is responsive when I report a problem or repair need.
21	Safe in surroundings	My family member is safe and secure living here.
<b>GLOBAL</b>		
22	Recommendation to others	Overall, how would you recommend this care community to others?
23	Overall quality of services	How would you rate the overall quality of services provided by this care community?
<b>ORGANIZATION-SPECIFIC</b>		
24	Well informed on COVID-19	I am kept informed about the impact of COVID-19 within the care community.
25	Well informed on condition	I am kept well informed about the condition of my loved one during this pandemic.
26	Aware of precautions	I am aware of the precautions taken to protect my loved one during this pandemic.
27	Opportunities to communicate	I have opportunities to communicate with my loved one during this pandemic.

**COMMENTS:**

<b>CARE QUALITY</b>	What could we do to improve the quality of care for your family member?
<b>QUALITY OF LIFE</b>	What could we do to improve your family member's quality of life?
<b>QUALITY OF SERVICE</b>	What could we do to improve our service?
<b>DINING EXPERIENCE</b>	What could we do to enhance our dining services?
<b>ENVIRONMENT</b>	What could we do to enhance the environment here?
<b>GLOBAL: THREE WORDS</b>	What are three words you would use to describe your experience at our care community?
<b>GLOBAL</b>	Any other comments?