

# **The Corporation of the City of Kawartha Lakes**

## **Agenda**

### **Victoria Manor Committee of Management Meeting**

**VMC2018-01**

**Monday, January 15, 2018**

**9:30 A.M.**

**Victoria Manor Boardroom**

**Victoria Manor, Second Floor**

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

#### **Members:**

**Councillor Doug Elmslie**

**Councillor Gerard Jilesen**

**Councillor Mary Ann Martin**

**Councillor John Pollard**

**Councillor Kathleen Seymour-Fagan**

Accessible formats and communication supports are available upon request.

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>	
4.1	Recreation and Leisure Presentation by Holly Speedie	
5.	<b>APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING</b>	
5.1	Open Minutes, Victoria Manor Committee of Management, December 18, 2017	3 - 6
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, December 2017	7 - 21
8.2	VMC2018-01 Victoria Manor Resident Satisfaction Survey	22 - 60
9.	<b>CLOSED SESSION</b>	
9.1	Closed Minutes, Victoria Manor Committee of Management, December 18, 2017, Municipal Act, 2001 s.239(2)(b)(d)(g)	
9.2	Victoria Manor Confidential Operations Report to Committee of Management, December 2017, Municipal Act, 2001 s.239(2)(b)(d)(e)	
10.	<b>MATTERS FROM CLOSED SESSION</b>	
11.	<b>OTHER NEW BUSINESS</b>	
12.	<b>NEXT MEETING</b>	
	February 19, 2018, Victoria Manor Boardroom, commencing at 9:30 a.m.	
13.	<b>ADJOURNMENT</b>	

**The Corporation of the City of Kawartha Lakes**  
**MINUTES**  
**VICTORIA MANOR COMMITTEE OF MANAGEMENT**

**VMC2017-010**  
**Monday, December 18, 2017**  
**9:30 A.M.**  
**Victoria Manor Boardroom**  
**Victoria Manor, Second Floor**  
**220 Angeline Street South, Lindsay, Ontario**

**MEMBERS:**  
**Councillor Doug Elmslie**  
**Councillor Gerard Jilesen**  
**Councillor Mary Ann Martin**  
**Councillor John Pollard**  
**Councillor Kathleen Seymour-Fagan**

**Accessible formats and communication supports are available upon request.**

**1. CALL TO ORDER**

Chair Elmslie called the meeting to order at 9:36 a.m. Councillors G. Jilesen, M.A. Martin and K. Seymour-Fagan were in attendance.

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

**2. ADOPTION OF AGENDA**

**VMCM2017-105**

**Moved By** Councillor Jilesen

**Seconded By** Councillor Martin

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

**CARRIED**

**3. DISCLOSURES OF PECUNIARY INTEREST**

There were no declarations of pecuniary interest noted.

**4. DEPUTATIONS AND PRESENTATIONS**

None

**5. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

**VMCM2017-106**

**Moved By** Councillor Martin

**Seconded By** Councillor Jilesen

**Resolved That** the minutes of the Victoria Manor Committee of Management meeting held on November 20, 2017, be adopted as circulated.

**CARRIED**

**6. BUSINESS ARISING FROM PREVIOUS MEETINGS**

None

**7. CORRESPONDENCE**

**7.1 Memorandum - 2018 Proposed Meeting Dates**

**VMCM2017-107**

**Moved By** Councillor Martin

**Seconded By** Councillor Jilesen

**Resolved That** the December 18, 2017 memorandum from Rod Sutherland, regarding 2018 Proposed Meeting Dates, be received.

**CARRIED**

**8. REPORTS**

**8.1 Victoria Manor Operations Report to Committee of Management, November 2017**

**VMCM2017-108**

**Moved By** Councillor Jilesen

**Seconded By** Councillor Martin

**Resolved That** the Victoria Manor Operations Report to Committee of Management, November 2017, provided by Sienna Senior Living, be received for information.

**CARRIED**

**8.2 VMC2017-12 Results of Arbitration Award – Ontario Nurses Association**

**VMCM2017-109**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Councillor Martin

**Resolved That** Report VMC2017-12, "Results of Arbitration Award - Ontario Nurses Association", be received.

**CARRIED**

**9. CLOSED SESSION**

**VMCM2017-110**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Councillor Jilesen

**Resolved That** the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, December 18, 2017 Closed Session Agenda and that are permitted to be discussed in a session closed to the public pursuant to Section 239(2) of the Municipal Act, S.O. 2001. S.25

**CARRIED**

**10. MATTERS FROM CLOSED SESSION**

None

**11. OTHER NEW BUSINESS**

**11.1 Annual Election of Committee Chair**

**VMCM2017-115**

**Moved By** Councillor Martin

**Seconded By** Councillor Seymour-Fagan

**Resolved That** Councillor Elmslie be nominated and elected as Chairperson for the Victoria Manor Committee of Management for 2018.

**CARRIED**

**12. NEXT MEETING**

January 15, 2018, Victoria Manor Boardroom, commencing at 9:30 a.m.

**13. ADJOURNMENT**

**VMCM2017-116**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Councillor Martin

**Resolved That** the Victoria Manor Committee of Management Meeting adjourn at 10:19 a.m.

**CARRIED**



# **December 2017 Victoria Manor Operations Report to Committee of Management**

## **Non-Confidential Report**

**Submission Date: January 15, 2018**

**Information for the Month of: December 2017**

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings  
November 2017

		Current Month				Year-to-Date					
		Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days		4,877		4,905		(28)	54,074		54,612		(538)
Occupancy %		97.93%		98.5%		-0.6%	97.5%		98.5%		(1.0%)
Nursing Envelope Funds		604,187	123.89	535,314	109.13	68,873	5,963,536	110.28	5,885,369	107.77	78,168
Nursing Expenses		522,977	107.23	558,708	113.90	35,732	6,249,830	115.58	6,352,838	116.33	103,008
Net Nursing Envelope		81,211	16.65	(23,394)	(4.77)	104,605	(286,294)	(5.29)	(467,469)	(8.56)	181,175
Program Envelope Funds		59,428	12.19	58,972	12.02	456	655,340	12.12	652,276	11.94	3,065
Program Expenses		59,661	12.23	55,041	11.22	(4,620)	620,250	11.47	617,025	11.30	(3,225)
Net Program Envelope		(233)	(0.05)	3,931	0.80	(4,164)	35,091	0.65	35,251	0.65	(160)
Food Envelope Funds		44,820	9.19	42,703	8.71	2,117	482,471	8.92	471,675	8.64	10,795



Food Expenses	42,871	8.79	42,703	8.71	(168)	480,178	8.88	471,675	8.64	(8,503)
<b>Net Food Envelope</b>	<b>1,949</b>	<b>0.40</b>	-	-	<b>1,949</b>	<b>2,293</b>	<b>0.04</b>	-	-	<b>2,293</b>
<b>Accommodation Revenue</b>	<b>320,158</b>	<b>65.65</b>	<b>311,470</b>	<b>63.50</b>	<b>8,688</b>	<b>3,620,172</b>	<b>66.95</b>	<b>3,449,648</b>	<b>63.17</b>	<b>170,524</b>
<b>Accommodation Expenses</b>										
Dietary Expenses	77,867	15.97	84,603	17.25	6,737	988,982	18.29	965,875	17.69	(23,106)
Housekeeping Expenses	36,146	7.41	36,076	7.35	(70)	430,037	7.95	412,369	7.55	(17,668)
Laundry Expenses	19,954	4.09	15,197	3.10	(4,757)	185,961	3.44	173,450	3.18	(12,511)
Maintenance Expenses	60,721	12.45	36,101	7.36	(24,620)	472,366	8.74	420,770	7.70	(51,597)
Administration Expenses	58,260	11.95	44,446	9.06	(13,814)	466,015	8.62	499,040	9.14	33,025
Facility Expenses	84,675	17.36	92,198	18.80	7,523	904,476	16.73	1,019,812	18.67	115,336
<b>Accommodation Expenses</b>	<b>337,623</b>	<b>69.23</b>	<b>308,622</b>	<b>62.92</b>	<b>(29,001)</b>	<b>3,447,838</b>	<b>63.76</b>	<b>3,491,316</b>	<b>63.93</b>	<b>43,479</b>
<b>Other Accommodation - NOI</b>	<b>(17,464)</b>	<b>(3.58)</b>	<b>2,848</b>	<b>0.58</b>	<b>(20,313)</b>	<b>172,335</b>	<b>3.19</b>	<b>(41,668)</b>	<b>(0.76)</b>	<b>214,003</b>
Over/Under Adjustment	82,927	17.00	(19,463)	(3.97)	-	(248,911)	(4.60)	(432,218)	(7.91)	-
<b>Net Operating Income</b>	<b>65,462</b>	<b>13.42</b>	<b>(16,615)</b>	<b>(3.39)</b>	<b>82,078</b>	<b>(76,576)</b>	<b>(1.42)</b>	<b>(473,887)</b>	<b>(8.68)</b>	<b>397,310</b>

Capital Reserve	(12,623)	(3)	(26,761)	(5)	14,138	(266,094)	(5)	(294,370)	(5)	28,276
<b>Net Income (Loss)</b>	<b>52,839</b>	<b>10.83</b>	<b>(43,376)</b>	<b>(8.84)</b>	<b>96,216</b>	<b>(342,670)</b>	<b>(6.34)</b>	<b>(768,257)</b>	<b>(14.07)</b>	<b>425,586</b>

## VICTORIA MANOR

Variance Explanations

November 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	604,187	535,314	68,873	5,963,536	5,885,369	78,168
<p>MTD Nursing revenue is favorable (\$69K) mainly due to higher Hi-Intensity Claims revenue (\$63K), higher pay equity funding (\$2K), and higher BSO funding (\$3K).</p> <p>YTD Nursing Revenue is favorable (\$78K) due to monthly high wage cost transition funding received from MOH not included in budget (\$26K), higher RPN initiative revenue (\$2K), higher Hi-Intensity Claims revenue (\$64K), offset by lower BSO funding (\$15K).</p>						
NURSING EXPENSES - DIRECT	467,296	505,548	38,252	5,577,512	5,750,539	173,027
<p>MTD Direct wages are favorable (\$38K) due to lower PSW wages (\$4K), lower RPN wages (\$3K), lower benefits (\$30K), lower agency wages (\$5K), lower MDS RAI (\$2K), offset by higher RN wages (\$2K), higher BSO wages (\$3K).</p> <p>YTD Direct wages are favorable (\$173K) mainly due to lower RN wages (\$58K), lower RPN wages (\$15K), lower BSO wages (\$17K), lower MDS RAI wages (\$12K), lower benefits (\$70K), and lower RN and RPN Agency (\$82K), offset by higher PSW wages (\$81K).</p>						
NURSING EXPENSES - ADMIN	55,680	53,160		672,318	602,299	

			(2,520)			(70,019)
<p>MTD Nursing Admin expenses are unfavorable (\$3K) mainly due to higher Hi-Intensity costs (\$63K), higher medical supplies (\$4K), offset by lower purchased services (\$60K), lower equipment expenses (\$1K), lower benefits (\$2K).</p> <p>YTD Nursing Admin expenses are unfavorable (\$70K) mainly due to higher wages (\$9K), higher medical supplies (\$30), higher hi-intensity costs (\$64K), higher computer repairs (\$1K), higher physician on call (\$1K), offset by lower staff cost (\$5K), unused travel budget (\$3K), lower incontinent supplies (\$1K), lower purchased services (\$19K), and lower equipment expense (\$7K).</p>						

PROGRAM REVENUE	59,428	58,972	456	655,340	652,276	3,065
<p>MTD Program revenue is in line with budget.</p> <p>YTD Program revenue is favorable (\$3K) mainly due to pay equity funding received but not budgeted (\$1K) and higher physio funding (\$2K).</p>						

PROGRAM EXPENSES	59,661	55,041	(4,620)	620,250	617,025	(3,225)
<p>MTD Program expenses are unfavorable (\$5K) mainly due to higher physio expenses (\$1K), higher supplies (\$3K), and higher equipment expenses (\$1K).</p> <p>YTD Program expenses are unfavorable (\$3K) due to higher equipment expenses (\$9K), higher physio and exercise expenses (\$2K), and higher staff cost (\$1K), offset by lower supplies (\$5K), lower purchased services (\$4K).</p>						

FOOD REVENUE	44,820	42,703	2,117	482,471	471,675	10,795
<p>MTD Food revenue is favorable (\$2K) due to increase in per diem funding to \$9.</p> <p>YTD Food revenue is favorable (\$11K) due to increase in per diem funding to \$9 effective July 2017.</p>						

FOOD EXPENSES	42,871	42,703	(168)	480,178	471,675	(8,503)
<p>MTD Food expenses are in line with budget.</p>						

YTD Food expenses are unfavorable (\$9K).

ACCOMMODATION REVENUE	320,158	311,470	8,688	3,620,172	3,449,648	170,524
<p>MTD Accommodations Revenue is favorable (\$9K) mainly due to higher preferred private revenues (\$9K), higher basic accommodation revenue (\$1K), and high wage cost transition funding received not budgeted (\$1K), offset by accreditation funding budgeted but not received (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$171K) mainly due to higher preferred private revenues (\$79K), higher basic accommodation revenue (\$4K), high wage cost transition funding received not budgeted (\$8K), unbudgeted vendor rebates (\$64K), and prior period reconciliation impacting revenue (\$34K), offset partly by accreditation funding budgeted but not received (\$18K).</p>						

DIETARY EXPENSES	77,867	84,603	6,737	988,982	965,875	(23,106)
<p>MTD Dietary expenses are favorable (\$7K) due to lower wages and benefits (\$7K), lower equipment expenses (\$2K), offset by higher dishes, cutlery and utensils (\$1K).</p> <p>YTD Dietary expenses are unfavorable (\$23K) mainly due to higher wages (\$22K), higher benefits (\$4K), higher paper supplies (\$2K), higher dishes, cutlery and utensils (\$3K), offset by lower equipment expenses (\$8K).</p>						

HOUSEKEEPING EXPENSES	36,146	36,076	(70)	430,037	412,369	(17,668)
<p>MTD Housekeeping expenses are inline with budget.</p> <p>YTD Housekeeping expenses are unfavorable (\$18K) mainly due to higher wages and benefits (\$16K), higher chemical and cleaning supplies (\$2K), higher paper supplies (\$2K), offset by lower equipment expenses (\$1K), and lower other supplies (\$2K).</p>						

LAUNDRY EXPENSES	19,954	15,197	(4,757)	185,961	173,450	(12,511)
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MTD Laundry expenses are unfavorable (\$5K) due to higher wages (\$3K) and higher bedding and linen (\$2K).

YTD Laundry expenses are unfavorable (\$13K) due to higher wages (\$8K), higher chemical and cleaning supplies (\$2K), higher bedding and linen (\$3K).

MAINTENANCE EXPENSES	60,721	36,101	(24,620)	472,366	420,770	(51,597)
<p>MTD Maintenance expenses are unfavorable (\$25K) due to higher building repair expenses (\$2K), higher electrical expenses (\$5K), higher heating expenses (\$18K), higher maintenance contracts budget (\$2K), higher plumbing expenses (\$3K), offset by lower elevator expenses (\$1K), lower landscaping and snow removal budget (\$3K), and lower supplies (\$1K).</p> <p>YTD Maintenance expenses are unfavorable (\$52K) due to higher wages and benefits (\$6K), higher plumbing repairs (\$32K), higher HVAC expenses (\$36K), higher generator expenses (\$13K), higher fire system (\$6K), higher building repairs (\$7K), and higher electrical expenses (\$14K); these are offset by lower elevator expenses (\$8K), lower equipment expenses (\$6K), lower landscaping expenses (\$14K), lower lighting expenses (\$2K), lower maintenance contracts (\$18K), lower grease trap cleaning (\$1K), lower pest control (\$2K), and lower supplies expenses (\$10K).</p>						

ADMINISTRATION EXPENSES	58,260	44,446	(13,814)	466,015	499,040	33,025
<p>MTD Admin expenses are unfavorable (\$14K) due to higher professional fees (\$25K), offset by recovery of bad debts (\$2K), lower benefits (\$2K), unused wages-agency budget (\$3K), lower equipment expenses (\$3K), and lower supplies (\$1K).</p> <p>YTD Admin expenses are favorable (\$33K) mainly due to lower wages and benefits (\$12K), lower wages-agency (\$34K), unused association fees (\$3K), lower accreditation (\$3K), lower equipment expenses (\$26K), lower communication expenses (\$2K), lower postage and courier (\$2K), offset by higher purchased services (\$8K), higher computer repairs (\$9K), higher travel expenses (\$1K), higher professional fees (\$4K), and bad debt expense (\$26K).</p>						

FACILITY EXPENSES	84,675	92,198	7,523	904,476	1,019,812	115,336
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MTD Facility expenses are favorable (\$8K) due to lower hydro expenses (\$11K), offset by higher gas expenses (\$1K), higher waste removal (\$1K), and higher management fees (\$1K) .

YTD facility expenses are favorable (\$115K), due to lower hydro (\$102K), lower water (\$18K), lower gas (\$5K), and lower waste removal (\$3K), offset by higher management fee (\$12K).

CAPITAL PURCHASES	15,981	10,118	(5,863)	331,236	111,298	(219,938)
Capital Purchases include: JAN 2017 - Flooring (\$9,616), Replacement of fridge condensing unit (\$8,243). FEB 2017 - Automatic door (\$4,020), Common area furniture (\$13,895). MAR 2017 - New tubs (\$3,358), Power supply to AC system for dining room (\$1,272), Screen blind for Elord living room (\$275). APR 2017 - Installation of HVAC system (\$133,942), Tub room phase 4 (\$27,423). MAY 2017 - Resident room furniture (\$4,377), Installation of two ductless condensing units (\$22,174). JUN 2017 - No capital purchases. JUL 2017 - Panasonic wireless phones installation (\$36,760). AUG 2017 - Resident Cafe (\$882), Replacement of "F" Unit (\$21,865). SEP 2017 - Counter tops (\$608); York roof top replacement (\$10,665). OCT 2017 - Portable Phones (\$11,611.63), Wardrobe Cabinet (\$4,268.18). NOV 2017 - Sofa, chairs (\$7,924.67), Vaga furniture (\$6,008.31), Arm chairs (\$2,047.90).						

Scorecard: Quality

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1) Canadian Institute for Health Information (CIHI) quarter 1 results. Action plan in place. Waiting on quarter 2 results

Indicator	Q1 Current Performance	Target
Reduce transfers to Emergency department	39.81	37.00
Improve Resident Satisfaction	92.00	89.00
Reduce Antipsychotic medications	21.60	24.00
Reduce stage 2-4 pressure ulcers	4.30	4.50
Reduce the number of falls	18.60	23.00
Reduce the number of restraints	8.00	3.10

2) LTC: MOH Compliance Orders / Inspection Findings Summary:

Inspection Report Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
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No visits in November			
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### Scorecard: People

#### 1) Employee Engagement Survey

- 7 team members were recognized by family members and peers through the Spot A Star program
- 22 team members scheduled to attend 2018 Operational planning day on January 26, 2018

### Sienna Support Services Updates

#### Sienna Partner Visits

- November 7<sup>th</sup> – Labour Relations

#### Projects, Location Events and other

- December 1<sup>st</sup> – Resident Family Christmas Party
- More than 4 local elementary schools provided entertainment to residents
- Donations for resident gifts were provided by Victoria Manor team members, Social Service team members and ReMax
- Open Doors Chili Fundraiser held on December 14<sup>th</sup> for all team members and City of Kawartha Lake’s employees to raise funds for the local food bank.





## Long Term Care Update

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1. Occupancy (data since last report):

<b>Occupancy Report</b>	<b>Private</b>	<b>Semi</b>	<b>Basic</b>	<b>Short Stay</b>	<b>TOTAL</b>
Admissions (+)	0	5	0	7	12
Departures (-)	2	0	6	6	14
Discounted Private or Semi – Private Beds (under 60%)	2	0	0	0	2

2. Regulatory visits i.e. MOL, Public Health:

<b>Visitor</b>	<b>Date</b>	<b>Drivers and Actions</b>
No regulatory visits this month		

3. Written & Verbal Complaints Summary:

<b>Complaint</b>	<b>Date</b>	<b>Outcomes</b>
No complaints		

4. Compliments Summary:

<b>Compliment</b>	<b>Date</b>	<b>Outcomes</b>
Many Christmas cards, chocolates and food donations made from families	Throughout December 2017	

5. OH&S Issues (as applicable):

<b>OH &amp; S Issue</b>	<b>Date</b>	<b>Outcomes</b>
No issues noted		

6. Resident & Family Satisfaction Survey (as applicable):

<b>Resident &amp; Family Satisfaction Survey Scores</b>	<b>Date</b>	<b>Outcomes</b>
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Resident & Family Satisfaction Survey Results have arrived	December 2017	Resident Satisfaction scored 92% a 3% improvement from 2017 Family Satisfaction scored 85% a 2% improvement from 2017
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7. Employee engagement updates:

Update	Date	Outcomes
Orientation project complete	November 14, 2017	Evaluations received from new team members after their onboarding has been very positive

8. External vacancies and hires:

Position	PT External Vacancies	TPT External Vacancies	PT External Hires	External Hires	Current Status
RN	0	0	1	0	Screening resumes.
RPN	0	1	1	0	
PSW	2	0	1	0	Screening resumes and interviews on a weekly basis.
Building Services	0	0	0	0	
Dietary Aide	0	0	0	0	
Life Enrichment	0	0	1	0	
Reception	0	0	0	0	

9. Any updates re Resident/Family Councils:

<b>Council</b>	<b>Date</b>	<b>Outcomes/ Comments</b>
Staff appreciation event held for team members	December 6	Wonderful event supported by Family Council

10. Any contract updates i.e. Pharmacy Services / TENA / etc.:

<b>Contracts</b>	<b>Date</b>	<b>Outcomes/ Comments</b>
Nothing to report		

11. Capital Expenses:

<b>Issue &amp; date</b>	<b>Total Spent @ 11/30/17</b>	<b>Approved Budget</b>
Heating & Cooling System 1 <sup>st</sup> floor dining rooms and serveries	\$31,687.49	\$ 22,500
HVAC Units	\$31,303.00	\$ 56,000
Ascom Telephone System	\$48,371.00	\$ 55,000
MacMillan Common Area Furniture	\$21,769.00	\$ 15,000
Resident Café Area	\$7,628.00	\$ 6,000
Resident Room Furniture	\$11,028	\$ 5,000
Dining Room Tables	Project on hold	\$ 2,500
Tub Rooms MacMillan/Elford	\$40,398.00	\$ 35,000
Automatic Door Openers – 1 <sup>st</sup> floor washrooms	\$4,019.00	\$ 3,000
<b>Total 2017 Approved Capital</b>		<b>\$200,000</b>
<b>Total 2017 Remaining</b>		<b>\$3,796.51</b>

12. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
0	8	0	0	0	0

13. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
December 24 <sup>th</sup> – Days ; December 18 <sup>th</sup> – Evenings; December 17 <sup>th</sup>	Code Red	

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

**Report Number VMC2018-01**

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**Date:** January 15, 2018

**Time:** 9:30 a.m.

**Place:** Victoria Manor Boardroom, 220 Angeline St. S., Lindsay

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

**Author Name and Title:** Pam Kulas, Administrator

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**Recommendation(s):**

**Resolved That** Report VMC2018-01, “2017 Resident Satisfaction Survey”, be received.

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**DIRECTOR**

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**OTHER**

## Background

ProMatura, the third party research and consultancy firm was chosen to administer the 2017 Resident Satisfaction Survey. In addition to the questions regarding satisfaction, this survey also analyzes the drivers 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 along with a letter from the Administrator.

The survey instrument included 10 Overall Satisfaction questions. Residents answered the Overall Satisfaction questions using a 4-point Agreement Scale. See table 1

Table 1

OVERALL SATISFACTION QUESTIONS	
Question	Scale Used
I have made friends with other residents.	AGREEMENT SCALE*  4 = Strongly Agree 3 = Agree 2 = Disagree 1 = Strongly Disagree
The staff is friendly.	
I feel safe and secure here.	
My privacy is respected.	
I feel "at home".	
This community appears to run smoothly.	
I am willing to recommend this community to others.	
The staff is competent to do their job.	
I am satisfied with my quality of life here.	
I am satisfied with the quality of services provided.	
*New scale used in 2017	

The survey instrument also included 46 questions addressing specific Service Area questions. Residents answered the Service Area questions using a 5-point Improvement Scale. See Table 2

Table 2



SERVICE AREA QUESTIONS		
Question	Service Area (Category)	Scale Used
Respect shown by the reception staff Responsiveness of the reception staff	RECEPTION	IMPROVEMENT SCALE*  4 = Needs No Improvement 3 = Needs Minimal Improvement 2 = Needs Some Improvement 1 = Needs Extensive Improvement
Respect shown by the housekeeping staff Timely delivery of housekeeping services Quality of housekeeping services	HOUSEKEEPING	
Respect shown by the laundry staff Timely delivery of laundry services Quality of laundry services	LAUNDRY	
Respect shown by the maintenance staff Timely delivery of maintenance services Quality of maintenance services	MAINTENANCE	
Respect shown by the dining room staff Timely delivery of dining room service Quality of service in the dining room Quality of the food Variety of food on menu Overall dining experience	DINING & MEALS	
Respect shown by the care staff Timely delivery of services by care staff Quality of services provided by care staff	CARE STAFF	
Timely administration of medication Quality of medication administration services	MEDICATION SERVICES	
Respect shown by the Management Team Availability of the Management Team Leadership shown by the Management Team The Management Team's responsiveness to concerns	MANAGEMENT TEAM	
Hairdressing services Optometry services Foot care services Dentistry services Physiotherapy services Occupational therapy services Attending physician services Nurse practitioner services Pharmacy services Assistive device (i.e. wheelchair) services	CONTRACTED SERVICES	
Respect shown by the recreation program staff Feeling of being welcomed by the recreation staff Assistance provided to attend recreation programs Variety of recreation programs Quality of recreation programs	RECREATIONAL PROGRAMS	
Frequency of spiritual programs Variety of spiritual programs Quality of spiritual programs	SPIRITUAL PROGRAMS	
Quality of exercise programs Frequency of exercise programs	EXERCISE PROGRAMS	

\*New scale used in 2017

Drivers of Satisfaction were included in this year's survey. These are the areas that have the greatest impact on residents' overall satisfaction in our home. While scores in each area are important, focus on the Drivers of Satisfaction will have the most significant impact in being able to specifically address opportunities for improvement.

A total of 115 surveys were distributed to residents and 115 were completed for a response rate of 100%. The average response rate among all Sienna residents was 74%.

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 2-3 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 2016 Resident satisfaction score was 92% compared to the 2016 Resident satisfaction score of 89%, an improvement of 3%.

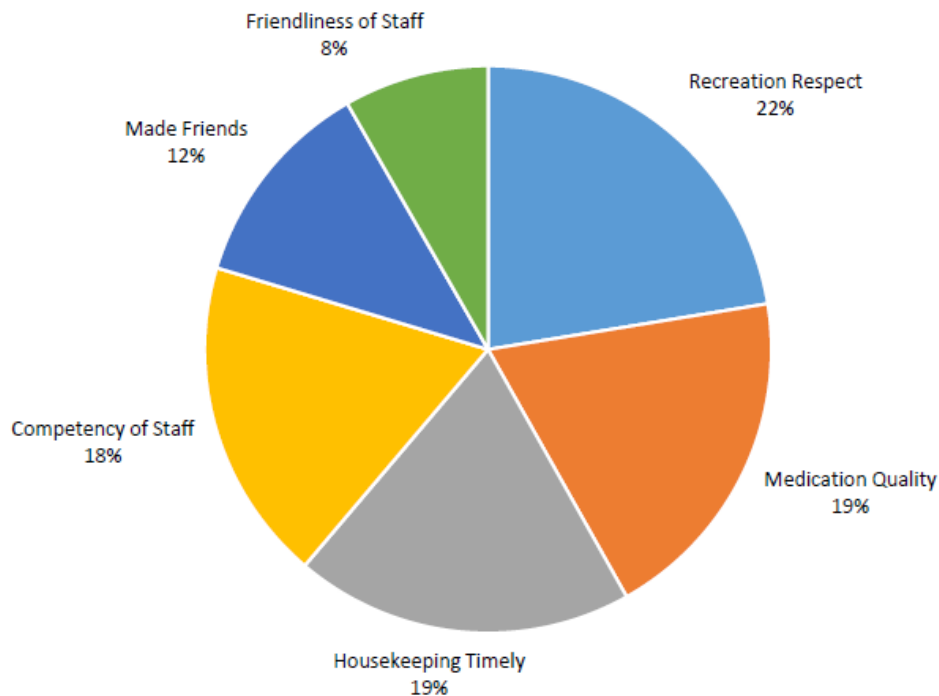
Of the 10 Overall Satisfaction Scores, 10 scores were at or better than the Sienna average.

Of the 46 Service Area question Scores, 43 scores were at or better than the Sienna average. Areas scoring below the Sienna average were:

- Leadership availability
- Leadership shown by the management team
- Leadership responsiveness to concerns

The primary driver of overall satisfaction among residents of Victoria Manor is “Recreation Respect” at 22%. See Table 3

Table 3



The next steps in the process are to review the top 3 areas of satisfaction and the top 3 areas for improvement with Residents Council. The results of those discussions will form an action plan to improve areas that stakeholders are most concerned about.

## **Consultations**

Sienna Senior Living



2017 Victoria Manor  
Resident Satisfaction Survey

**Department Head E-Mail: [rsutherland@kawarthalakes.ca](mailto:rsutherland@kawarthalakes.ca)**

**Department Head: Rod Sutherland**

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## **2017 Resident Satisfaction Survey Results**

**Victoria Manor**

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**SIENNA SENIOR LIVING**

**Provided by:**



**19 County Road 168  
Oxford, MS 38655**

**[www.promatura.com](http://www.promatura.com)**



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# **2017 Resident Satisfaction Survey Results**

## **Executive Summary**

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## Summary of Results

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### Overall Satisfaction Score

Average of Positive Responses for  
“Quality of Life, Quality of Services, and Willingness to Recommend”

2016	2017
89%	92%

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Note: 2016 Scores are on 5-Point Scale while 2017 Scores are on 4-Point Scale

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### Survey Response Rate

	2016	2017
Surveys Distributed	100	115
Surveys Received	96	115
Response Rate	96%	100%

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## What Drives Satisfaction

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We found that Recreation Respect was a big piece of what drove resident satisfaction this year.

You should continue to focus on providing great service in this area along with raising the bar wherever it is required.

## Summary of Results

### Top 3 Items with Positive Responses

	2016	2017
1. Spiritual Frequency	4.89	3.92
2. Housekeeping Timely	4.77	3.90
3. Spiritual Quality	4.91	3.88

Note: 2016 Scores are on 5-Point Scale while 2017 Scores are on 4-Point Scale

### Top 3 Items for Improvement

	2016	2017
1. Management Availability	4.71	3.11
2. Feel at Home	4.13	3.31
3. Quality of Life	4.25	3.36

Note: 2016 Scores are on 5-Point Scale while 2017 Scores are on 4-Point Scale



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# **2017 Resident Satisfaction Survey Results**

## **Report**

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## Introduction

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This report summarizes the results of the Sienna Senior Living Resident Satisfaction Survey conducted by ProMatura Group, LLC, for Victoria Manor.

The survey instrument included 46 questions addressing specific Service Areas and 10 Overall Satisfaction questions. Residents answered the Service Area questions using a 5-point Improvement Scale, and the Overall Satisfaction questions using a 5-point Agreement Scale and a 5-point Satisfaction Scale.

The survey also included space for respondents to provide comments on each Service Area and Overall Satisfaction; these comments are included in a separate file accompanying this report.

The survey questions and scales used are listed on the following page. The scales changed from a 5-point scale in 2016 to a 4-point scale in 2017.

# Service Area Questions & Categories

## SERVICE AREA QUESTIONS

Question	Service Area (Category)	Scale Used
Respect shown by the reception staff Responsiveness of the reception staff	RECEPTION	IMPROVEMENT SCALE*  4 = Needs No Improvement 3 = Needs Minimal Improvement 2 = Needs Some Improvement 1 = Needs Extensive Improvement
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Respect shown by the care staff Timely delivery of services by care staff Quality of services provided by care staff	CARE STAFF	

\*New scale used in 2017

# Service Area Questions & Categories

## SERVICE AREA QUESTIONS

Question	Service Area (Category)	Scale Used
Timely administration of medication Quality of medication administration services	MEDICATION SERVICES	IMPROVEMENT SCALE*  4 = Needs No Improvement 3 = Needs Minimal Improvement 2 = Needs Some Improvement 1 = Needs Extensive Improvement
Respect shown by the Management Team Availability of the Management Team Leadership shown by the Management Team The Management Team's responsiveness to concerns	MANAGEMENT TEAM	
Hairdressing services Optometry services Foot care services Dentistry services Physiotherapy services Occupational therapy services Attending physician services Nurse practioner services Pharmacy services Assistive device (i.e. wheelchair) services	CONTRACTED SERVICES	
Respect shown by the recreation program staff Feeling of being welcomed by the recreation staff Assistance provided to attend recreation programs Variety of recreation programs Quality of recreation programs	RECREATIONAL PROGRAMS	
Frequency of spiritual programs Variety of spiritual programs Quality of spiritual programs	SPIRITUAL PROGRAMS	
Quality of exercise programs Frequency of exercise programs	EXERCISE PROGRAMS	

\*New scale used in 2017

## Service Area Questions & Categories

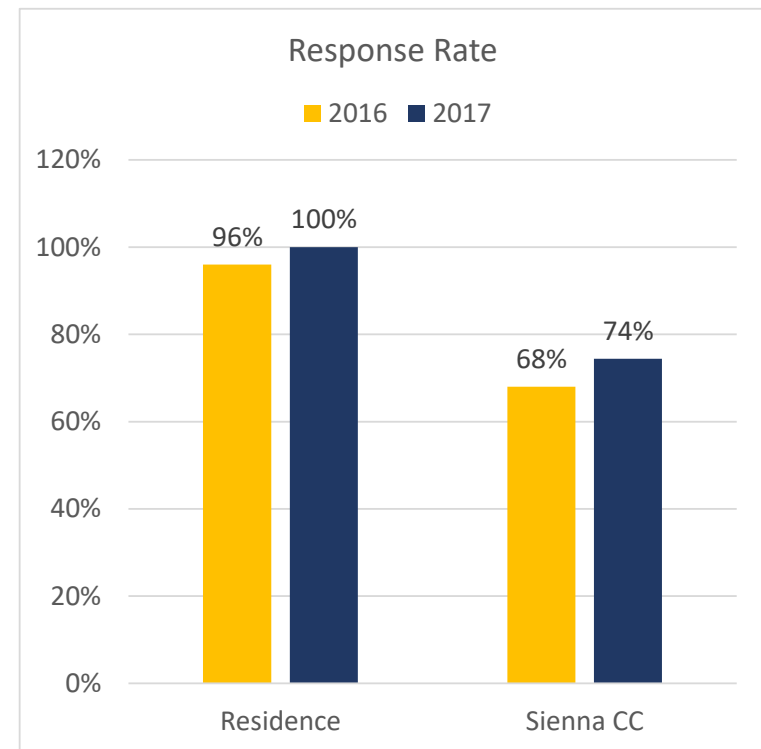
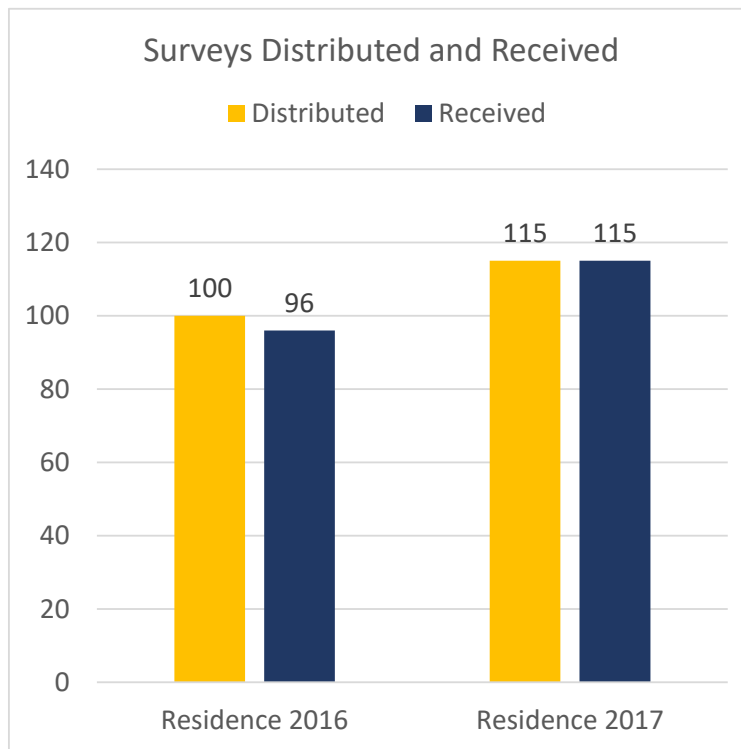
### OVERALL SATISFACTION QUESTIONS

Question	Scale Used
I have made friends with other residents.	AGREEMENT SCALE*  4 = Strongly Agree 3 = Agree 2 = Disagree 1 = Strongly Disagree
The staff is friendly.	
I feel safe and secure here.	
My privacy is respected.	
I feel "at home".	
This community appears to run smoothly.	
I am willing to recommend this community to others.	
The staff is competent to do their job.	
I am satisfied with my quality of life here.	
I am satisfied with the quality of services provided.	

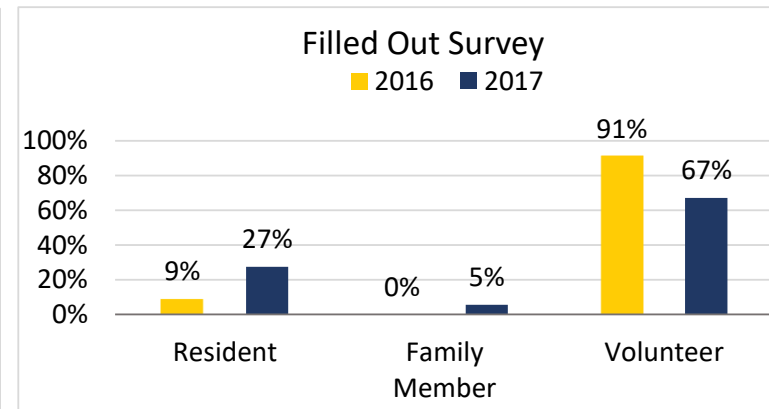
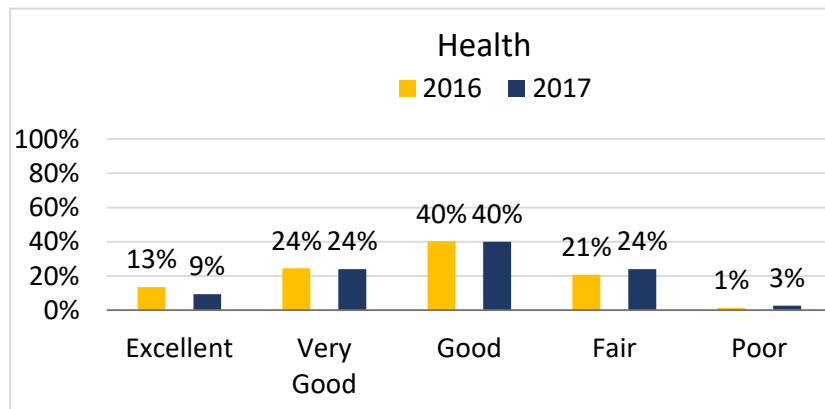
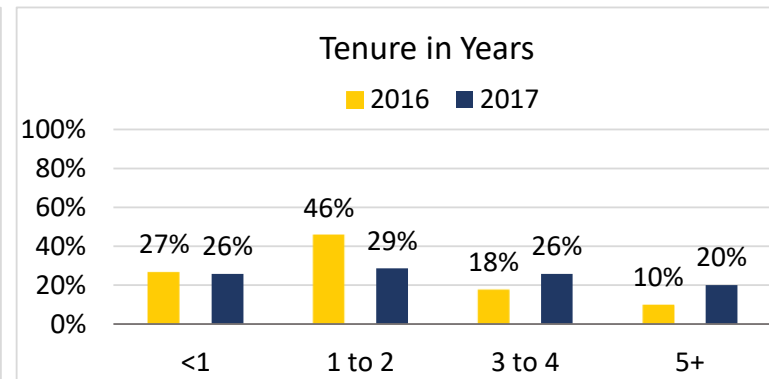
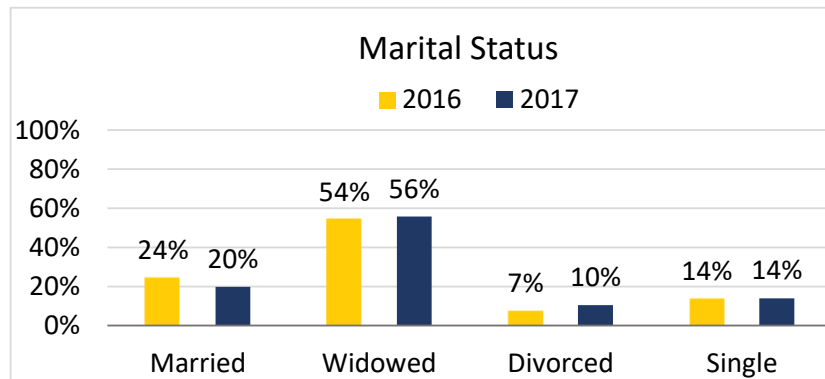
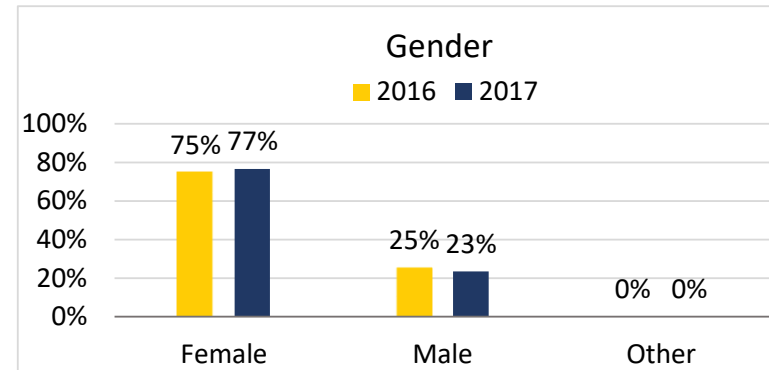
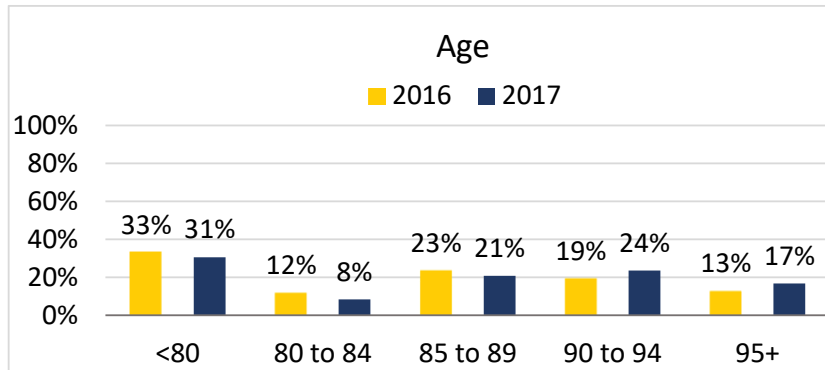
\*New scale used in 2017

## Survey Response Rate

A total of 115 surveys were distributed to Victoria Manor residents and 115 were completed for a response rate of 100%. The average response rate among all Sienna Care Communities is 74%.



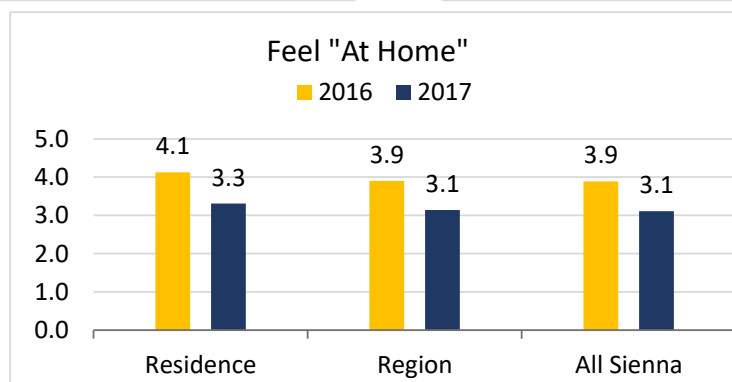
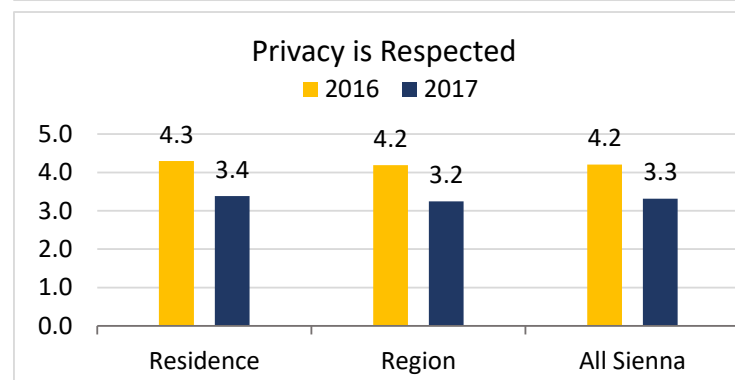
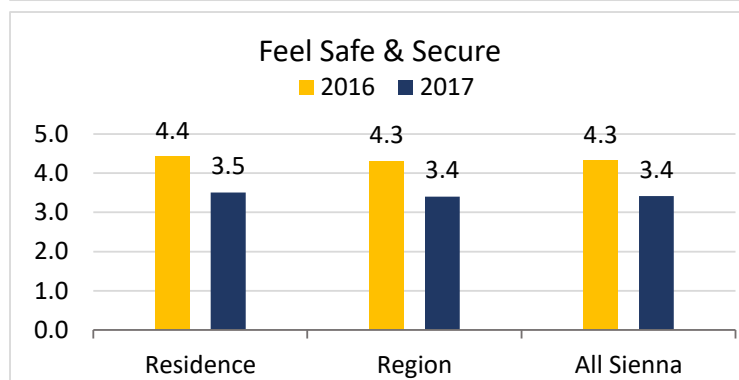
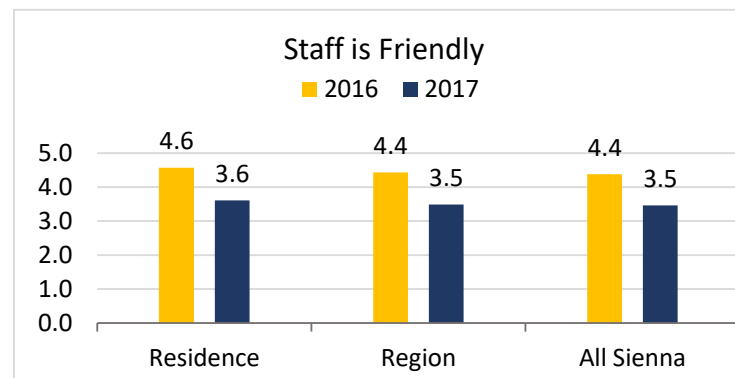
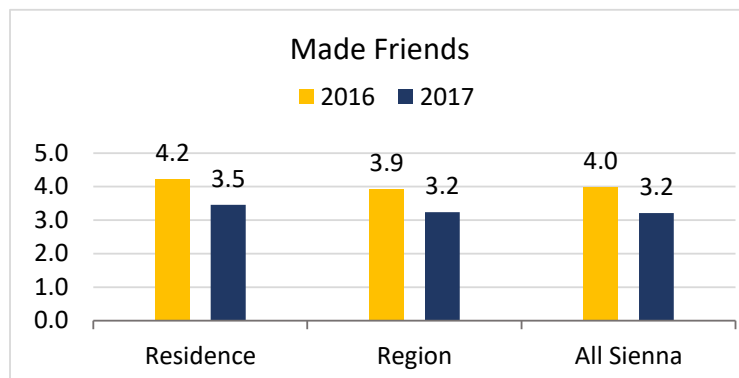
# Demographic Profile



# Overall Satisfaction Score

**Note: 2016 Scores on 5-Point Scale**  
**2017 Scores on 4-Point Scale**

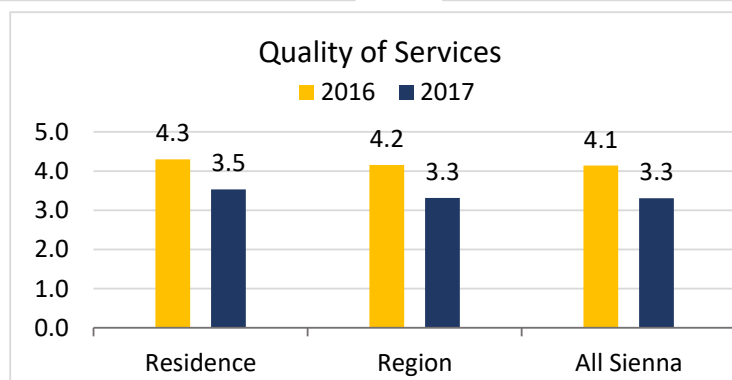
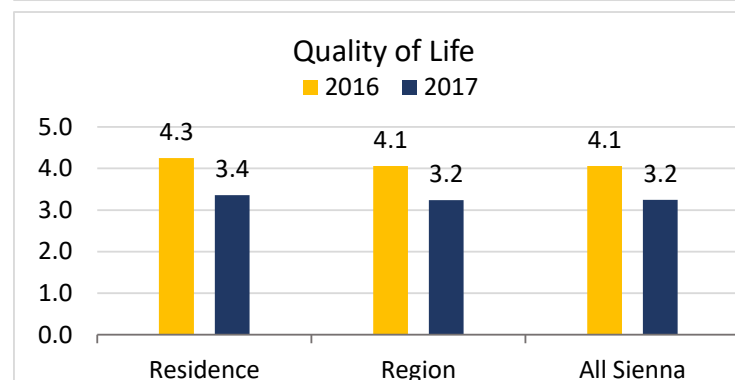
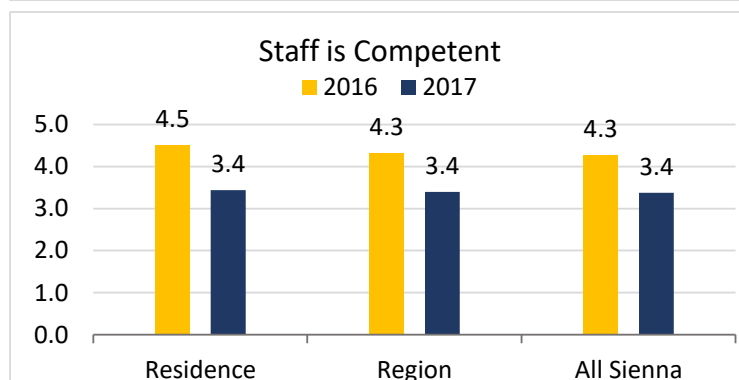
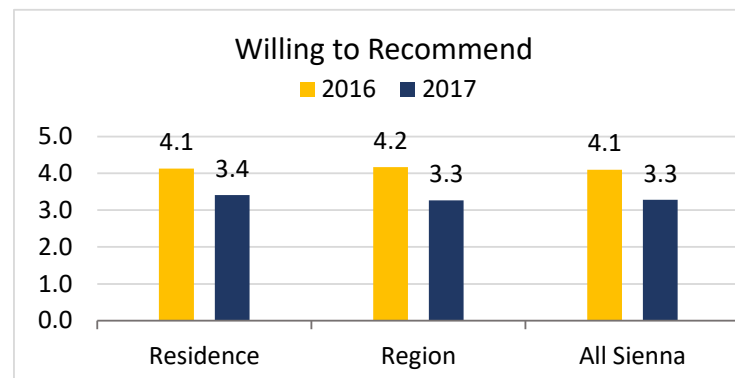
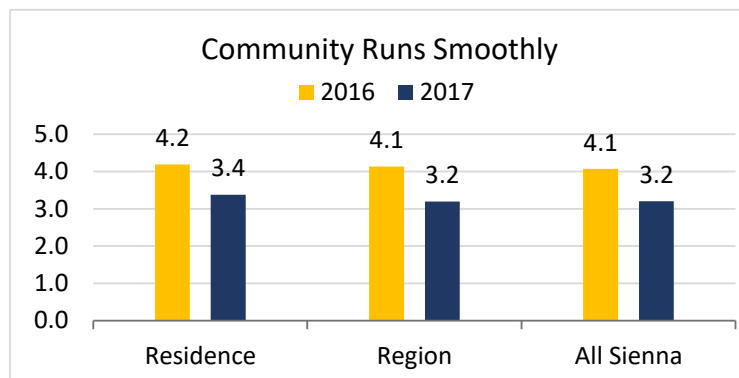
**Score of 4 is Best in 2017**  
**Score of 5 is Best in 2016**



# Overall Satisfaction Score

**Note: 2016 Scores on 5-Point Scale**  
**2017 Scores on 4-Point Scale**

**Score of 4 is Best in 2017**  
**Score of 5 is Best in 2016**



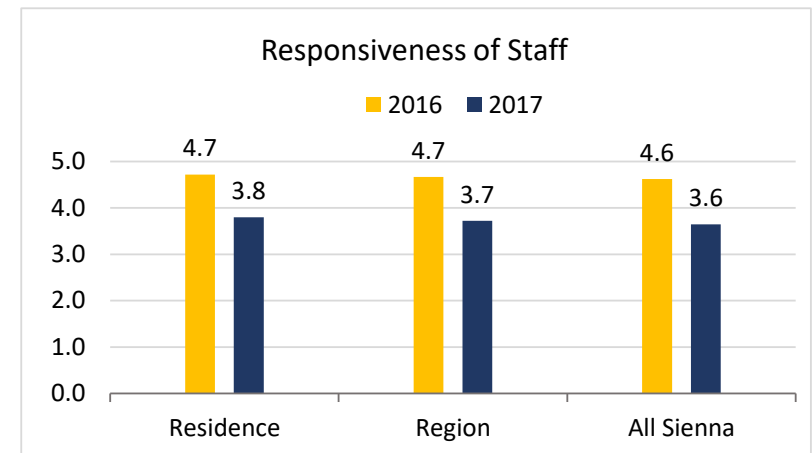
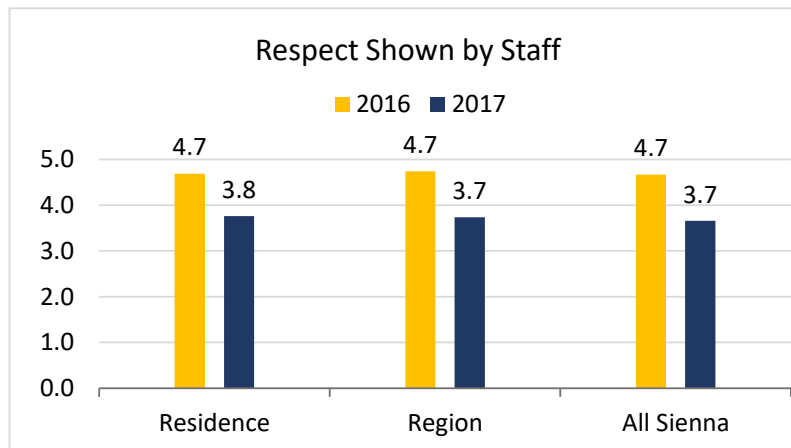


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Reception Staff

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

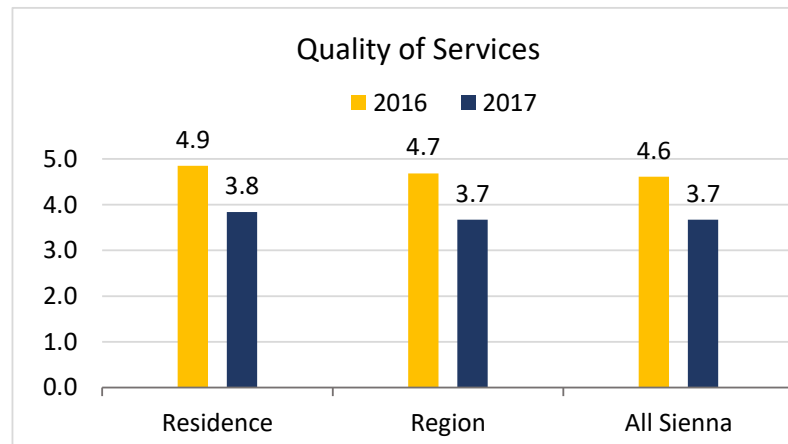
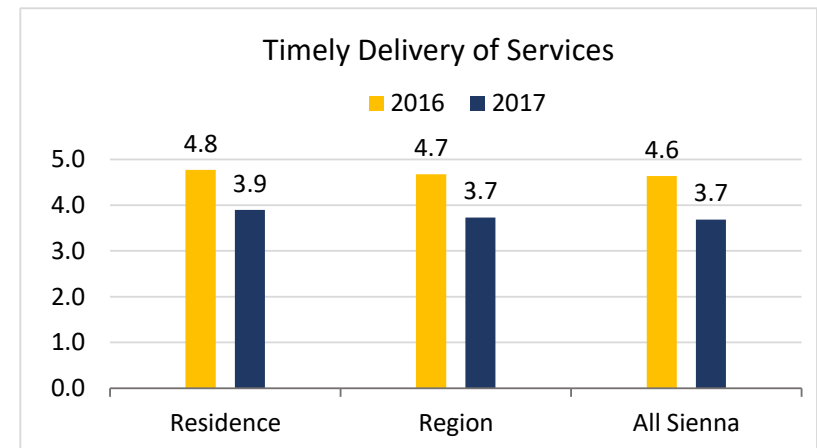
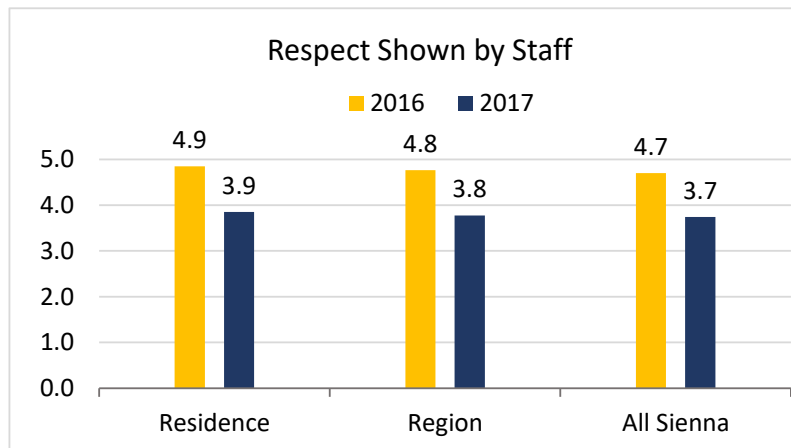


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Housekeeping

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

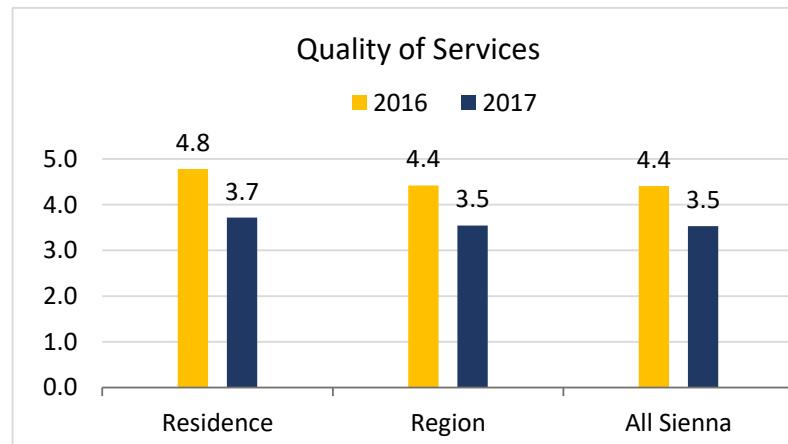
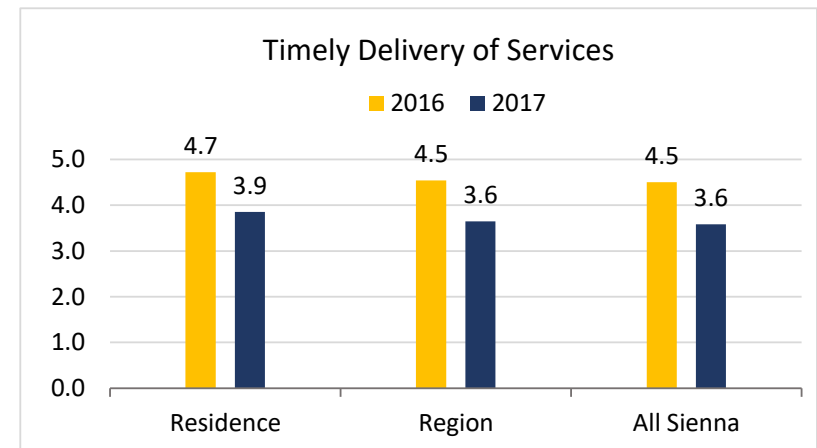
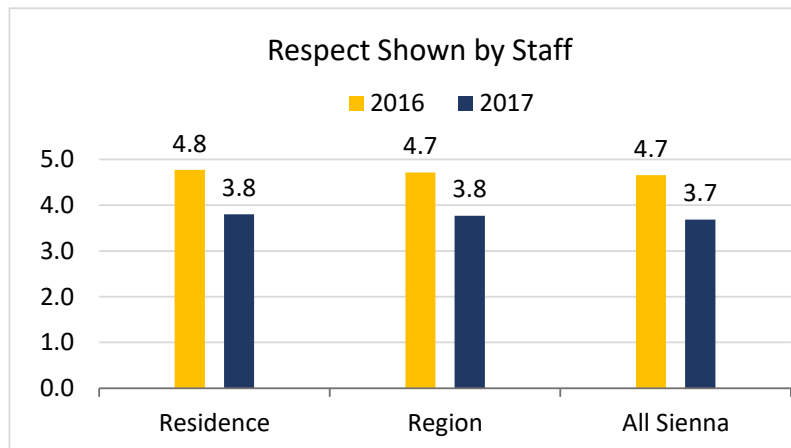


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Laundry

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

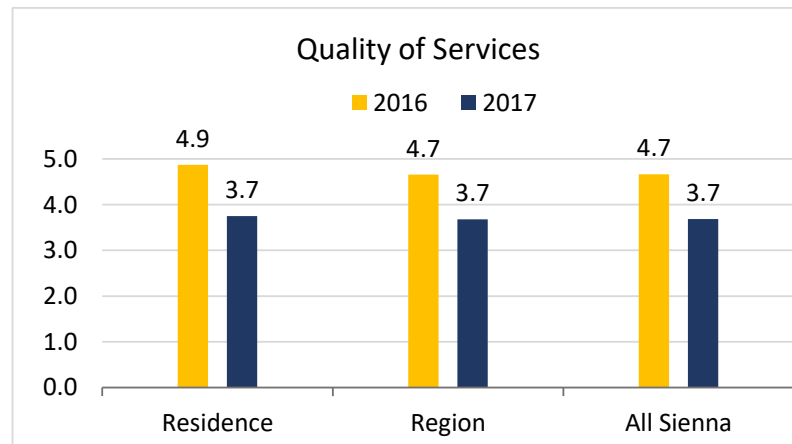
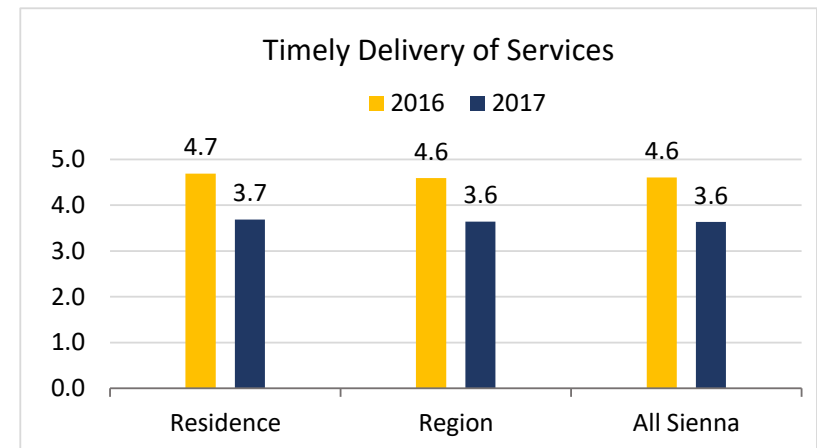
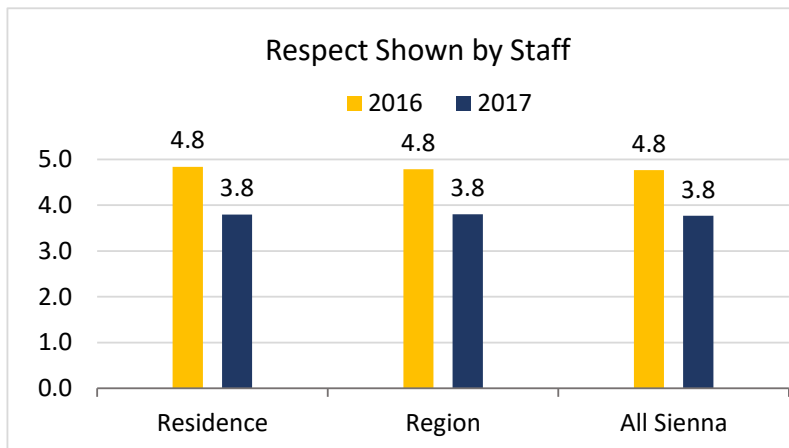


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Maintenance

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

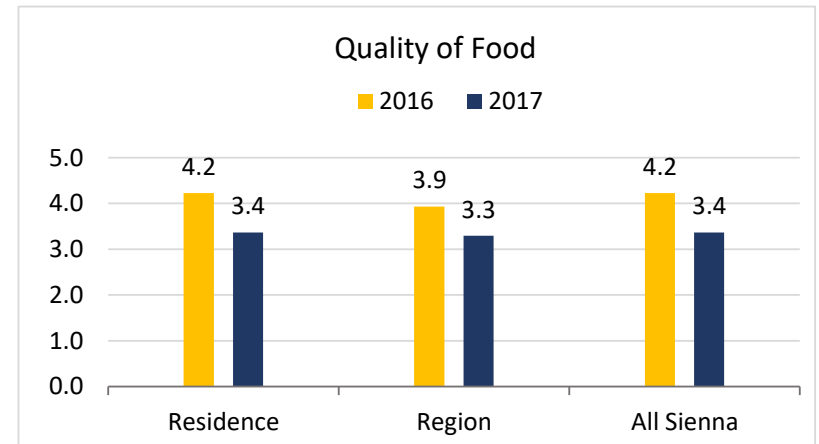
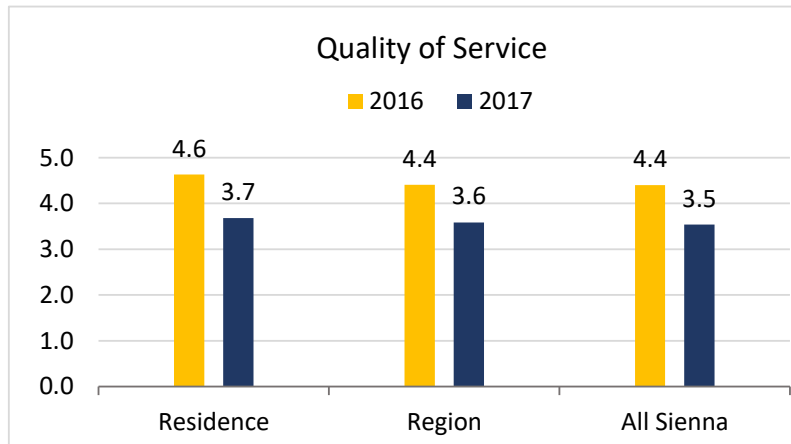
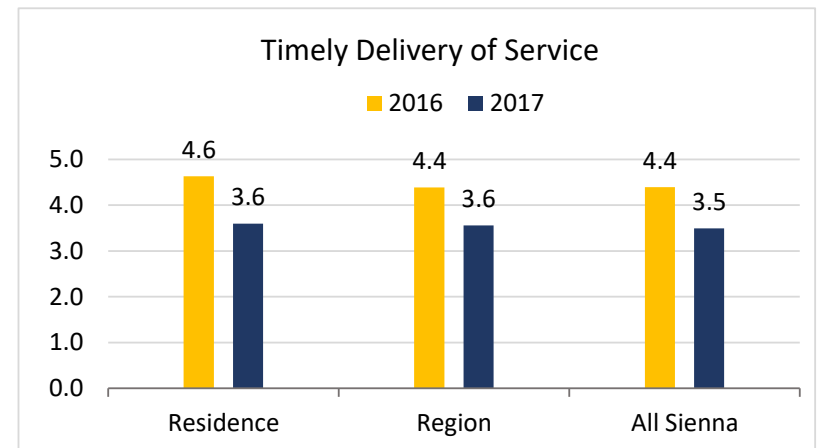
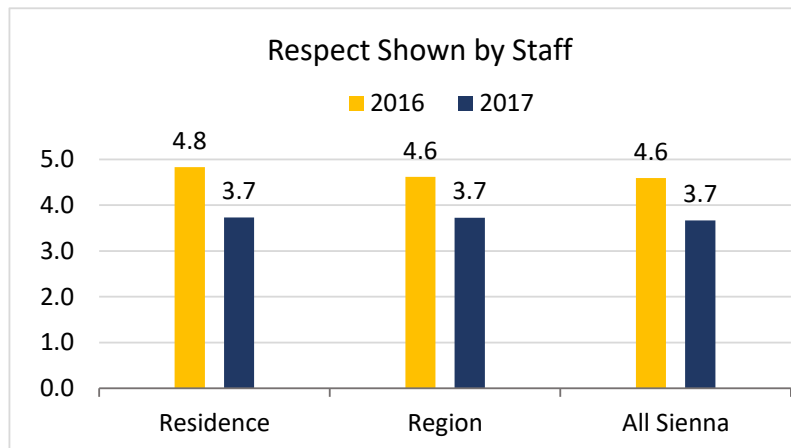


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Dining (Page 1 of 2)

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

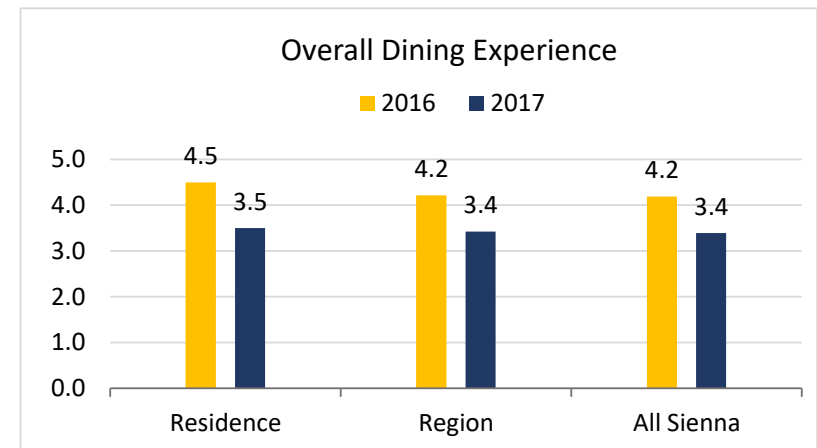
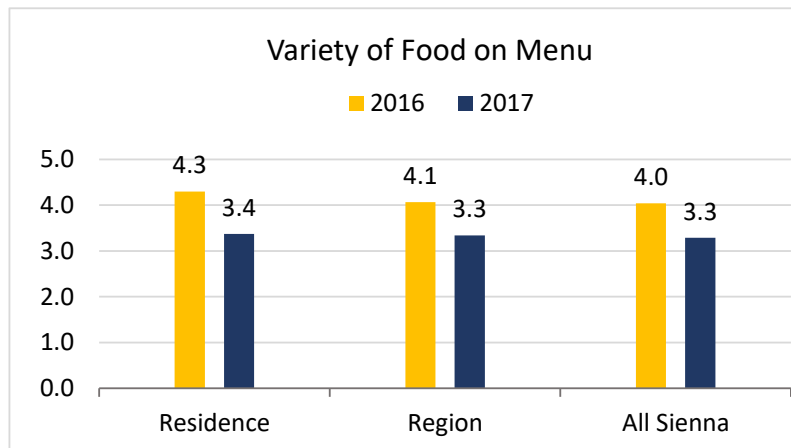


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Dining (Page 2 of 2)

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

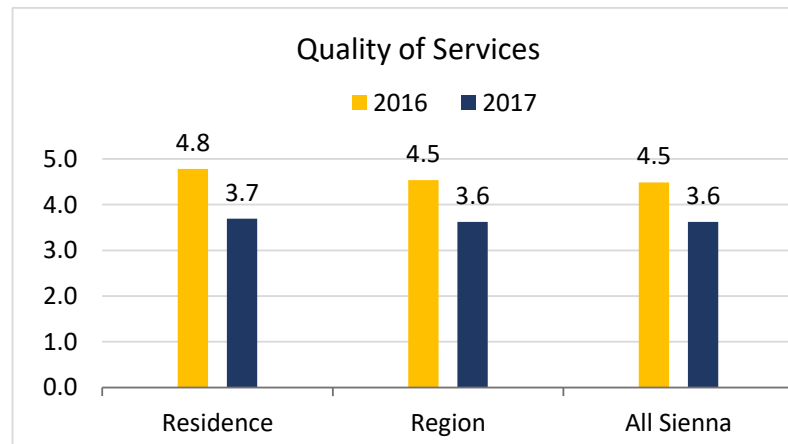
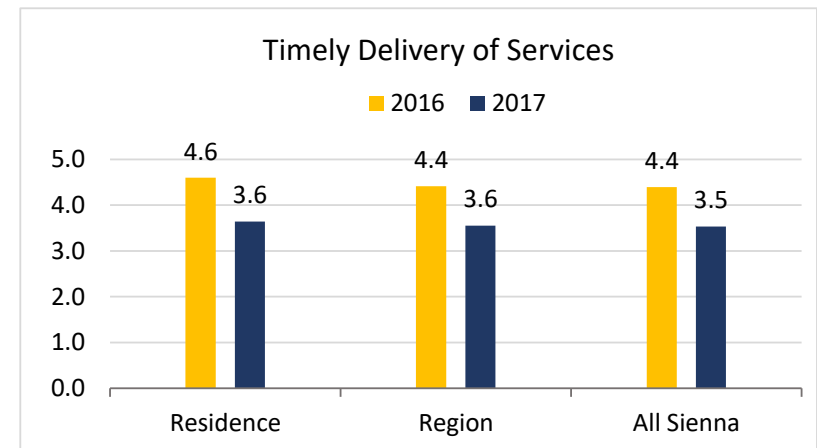
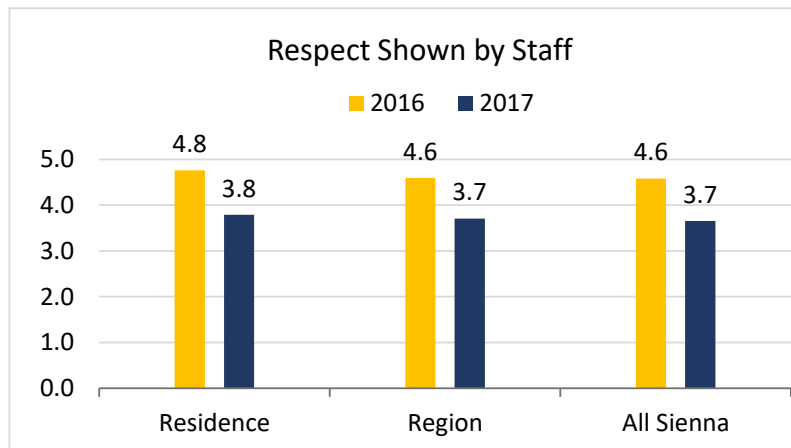


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Care Staff

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

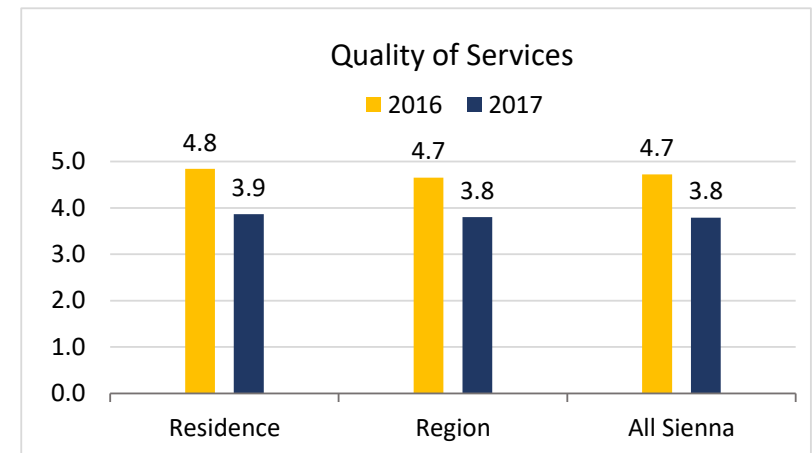
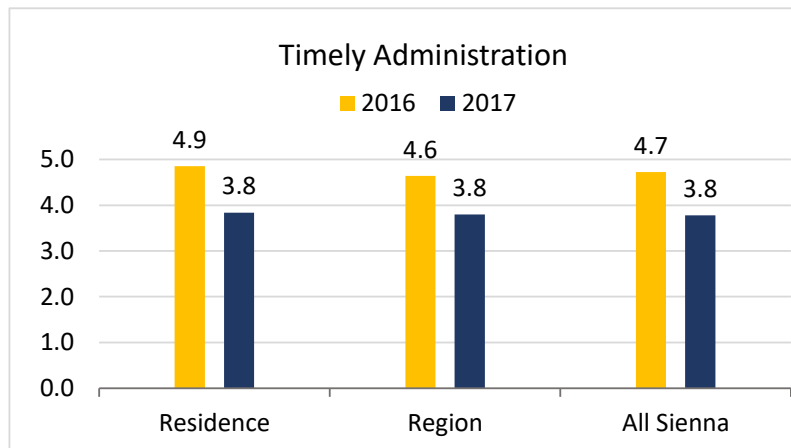


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Medication Services

Score of 4 is Best in 2017  
Score of 5 is Best in 2016



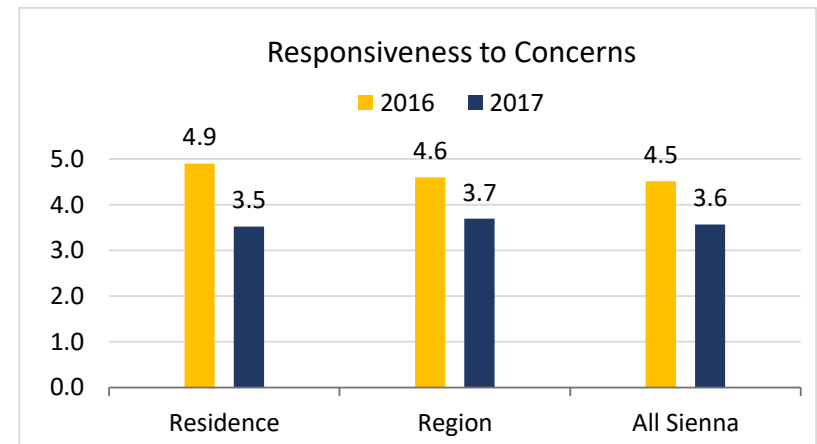
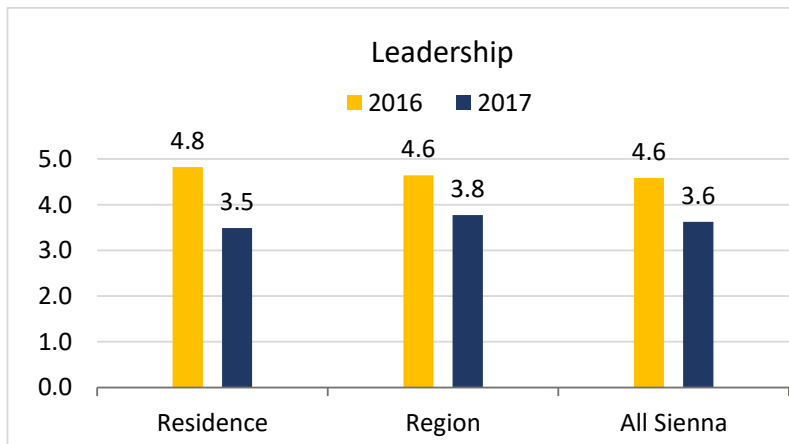
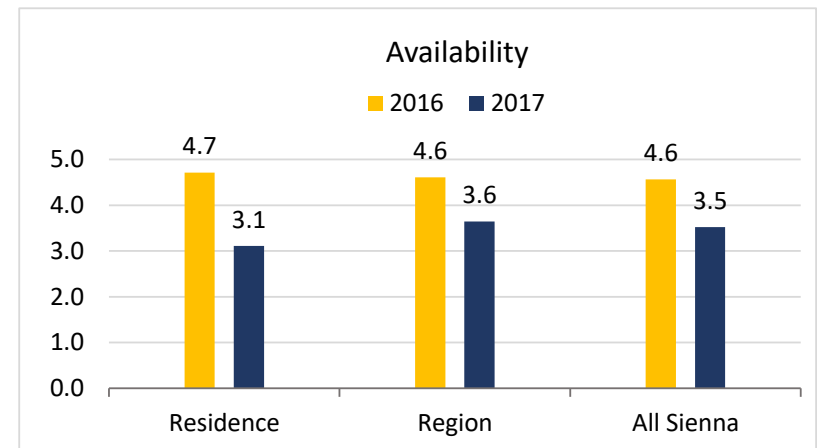
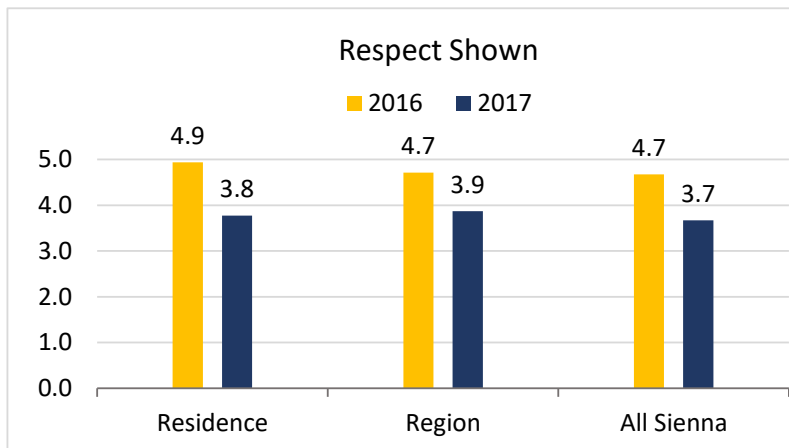


# Service Area Scores

**Note:** 2016 Scores on 5-Point Scale  
2017 Scores on 4-Point Scale

## Management Team

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

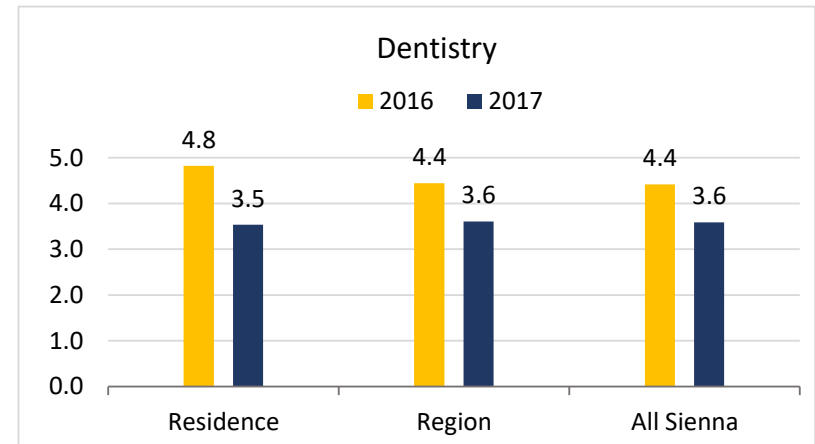
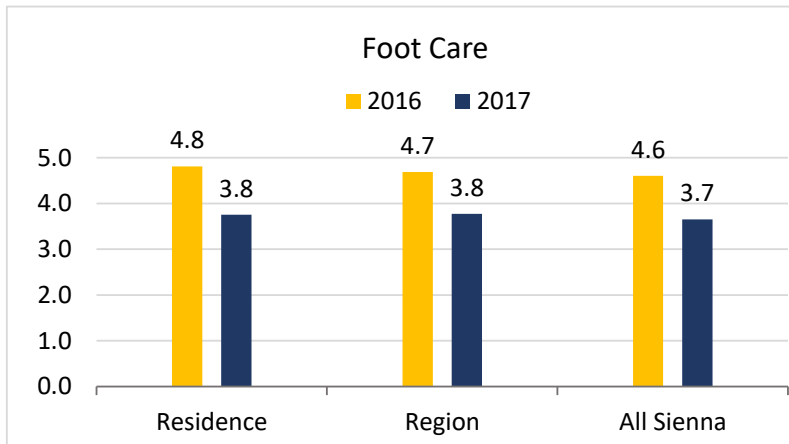
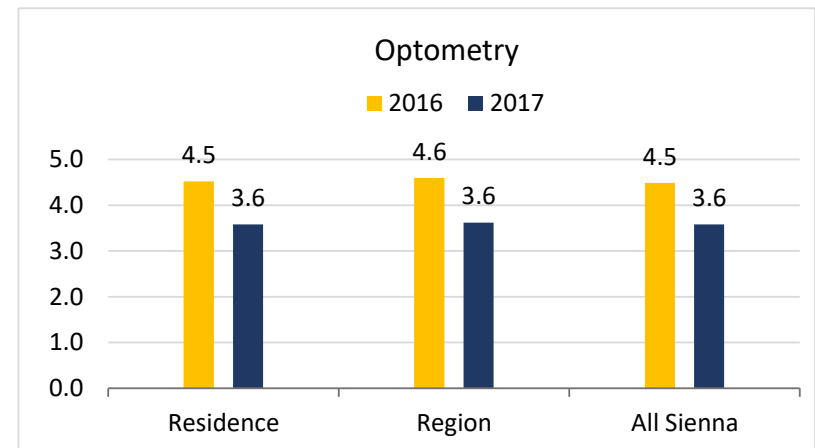
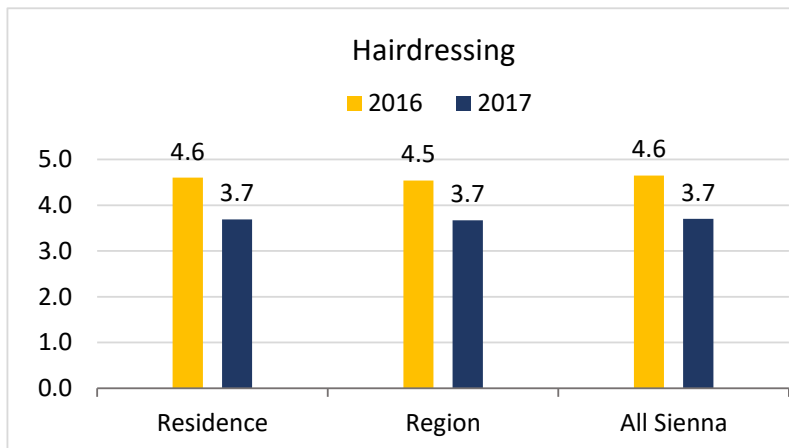


# Service Area Scores

## Contracted Services (Page 1 of 3)

**Note:** 2016 Score on 5-Point Scale  
2017 Scores on 4-Point Scale

**Score of 4 is Best in 2017**  
**Score of 5 is Best in 2016**



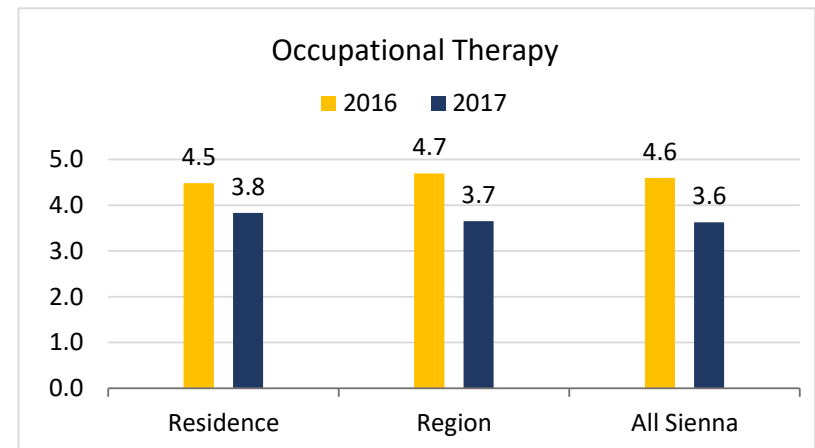
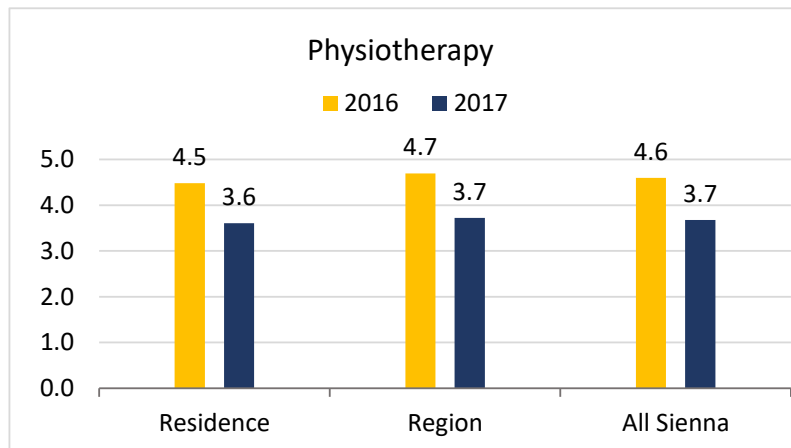
# Service Area Scores

## Contracted Services (Page 2 of 3)

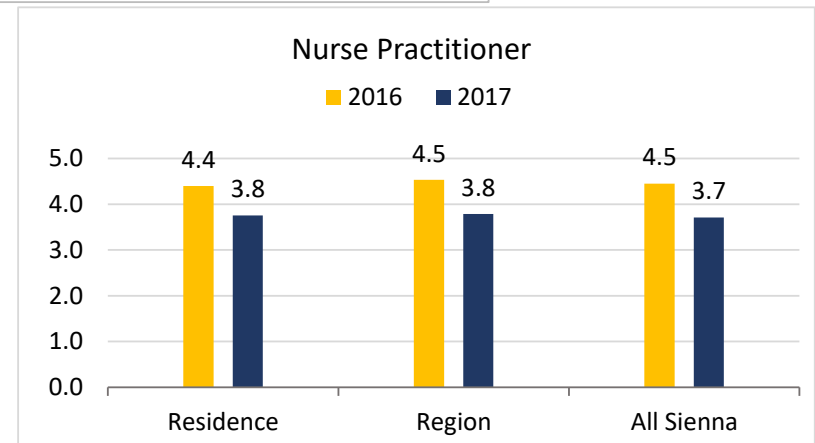
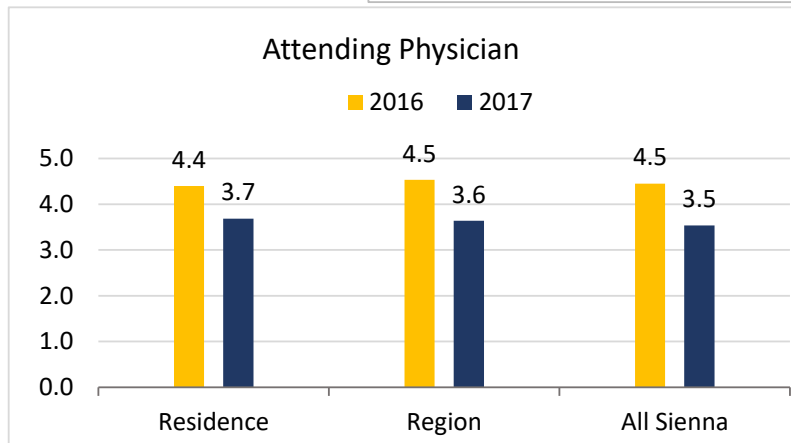
**Note:** 2016 Score on 5-Point Scale  
2017 Scores on 4-Point Scale

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

*\*2016 average is for Physiotherapy and Occupational Therapy combined.*



*\*2016 average is for Attending Physician and Nurse Practitioner combined.*

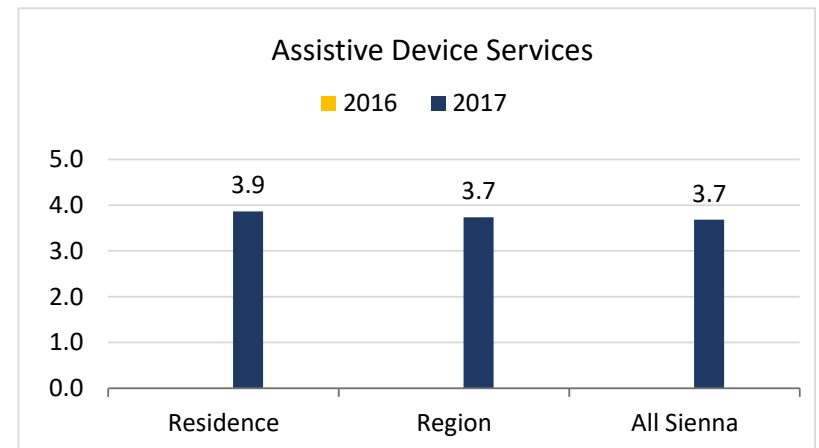
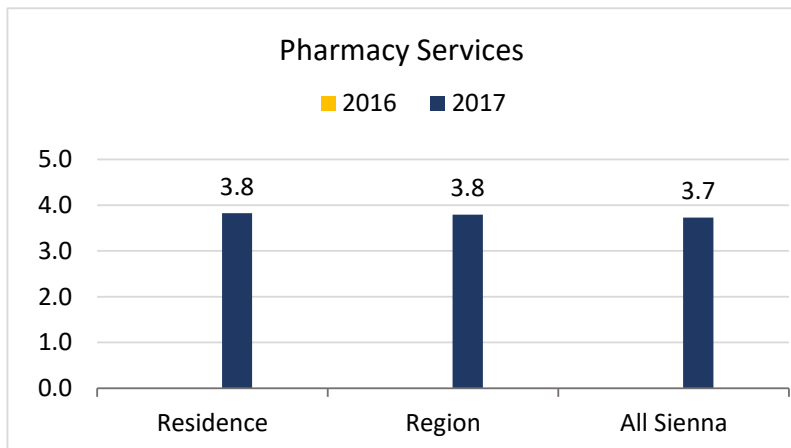


# Service Area Scores

## Contracted Services (Page 3 of 3)

**Note:** 2016 Score on 5-Point Scale  
2017 Scores on 4-Point Scale

**Score of 4 is Best in 2017**  
**Score of 5 is Best in 2016**

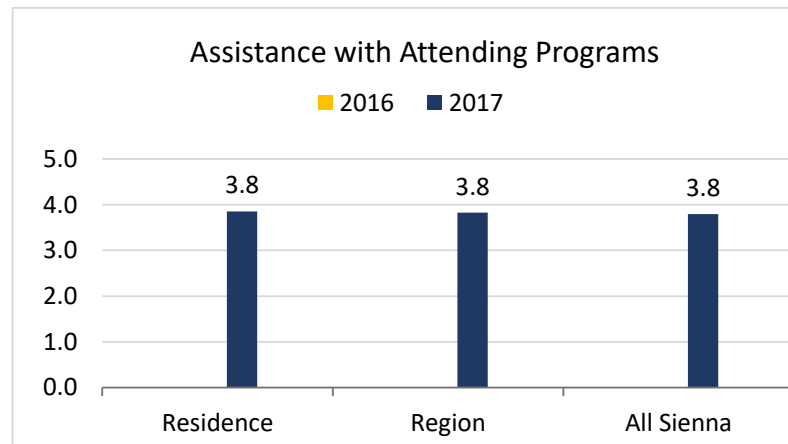
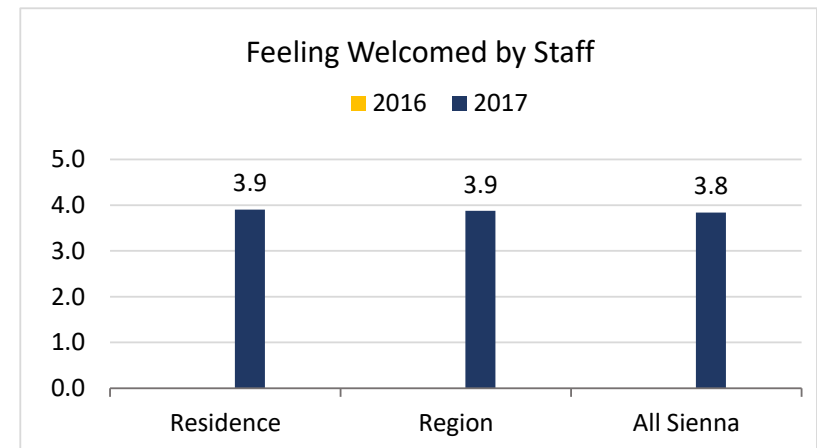
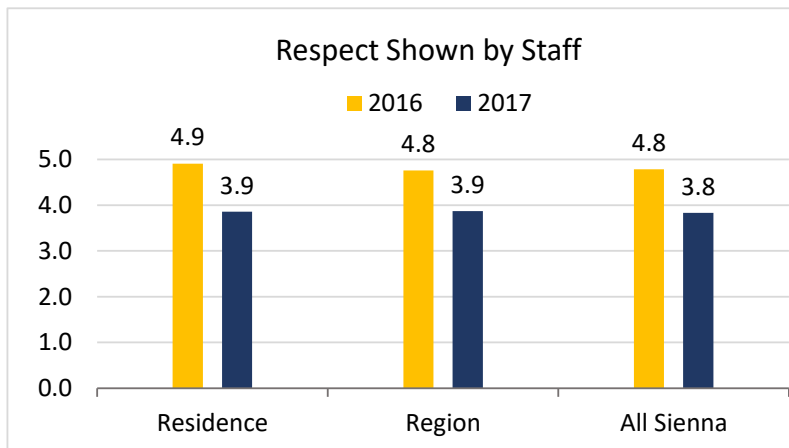


# Service Area Scores

## Recreation Programs (Page 1 of 2)

**Note:** 2016 Score on 5-Point Scale  
2017 Scores on 4-Point Scale

**Score of 4 is Best in 2017**  
**Score of 5 is Best in 2016**

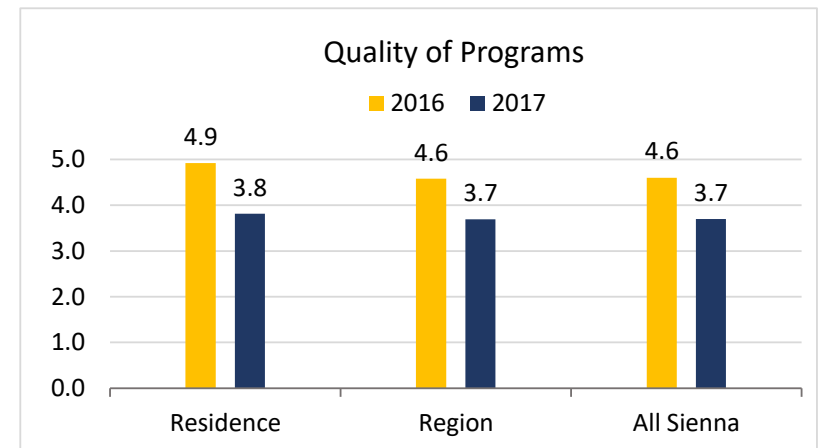
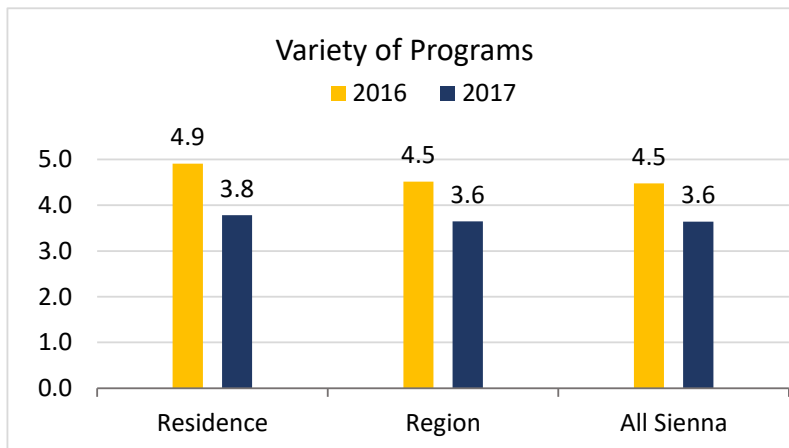


# Service Area Scores

## Recreation Programs (Page 2 of 2)

**Note:** 2016 Score on 5-Point Scale  
2017 Scores on 4-Point Scale

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

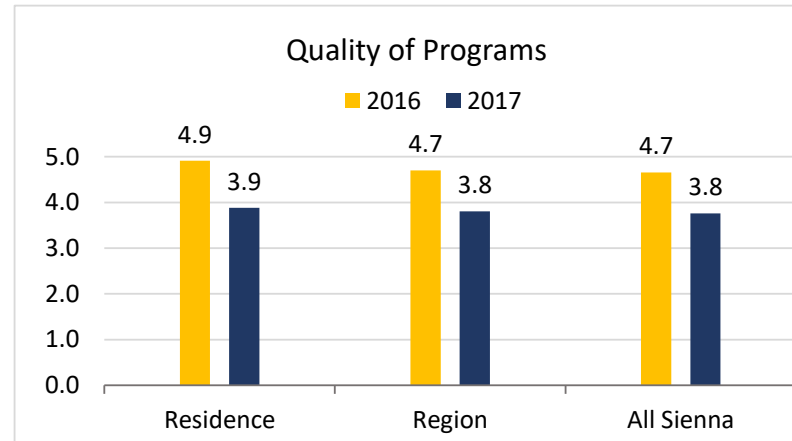
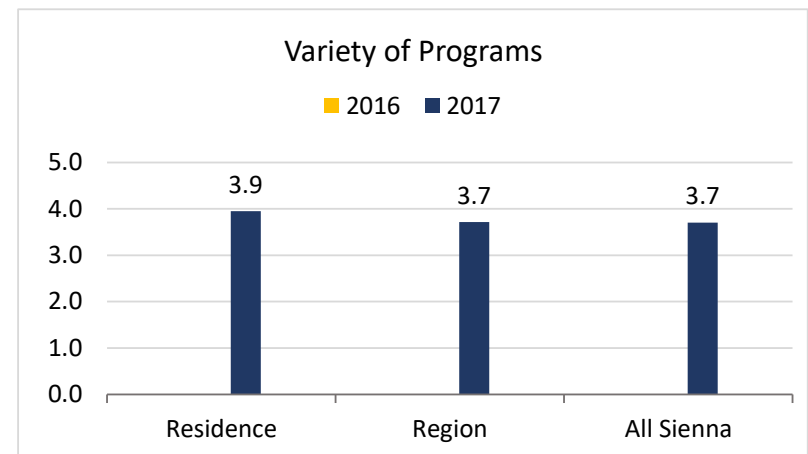
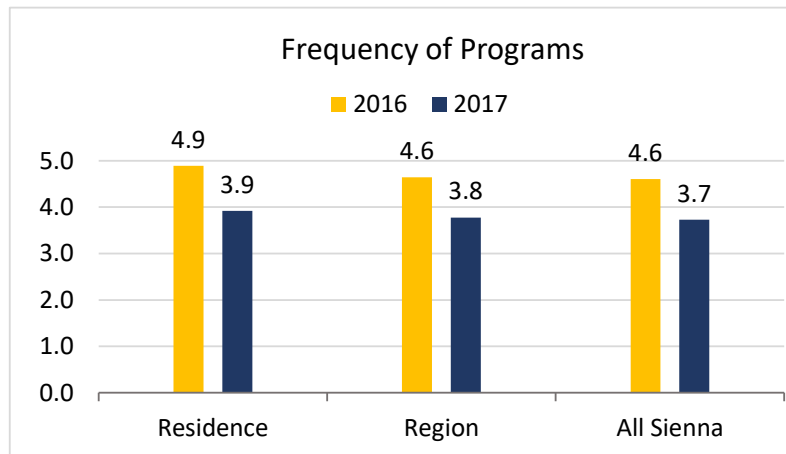


# Service Area Scores

**Note:** 2016 Score on 5-Point Scale  
2017 Scores on 4-Point Scale

## Spiritual Programs

Score of 4 is Best in 2017  
Score of 5 is Best in 2016

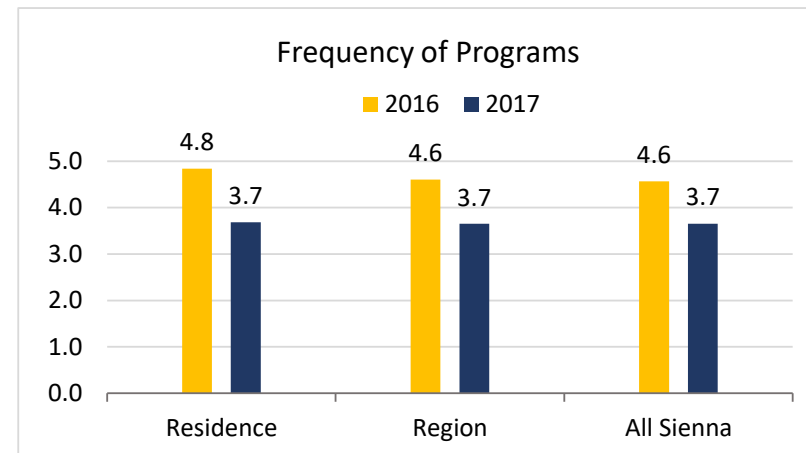
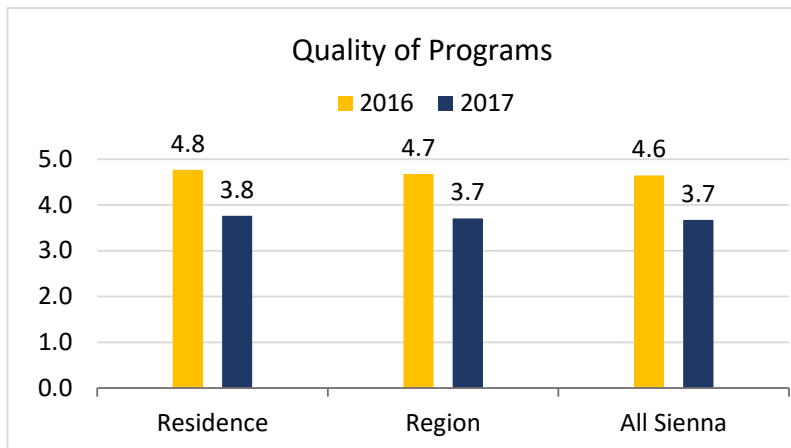


# Service Area Scores

**Note:** 2016 Score on 5-Point Scale  
2017 Scores on 4-Point Scale

## Exercise Programs

Score of 4 is Best in 2017  
Score of 5 is Best in 2016





## Drivers of Satisfaction Scenario

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Drivers of Satisfaction are the areas that have the greatest impact on the survey respondents' overall satisfaction with your Community. Any improvement you can make in these areas over the next year should increase overall customer satisfaction. These drivers were calculated specifically for Victoria Manor.

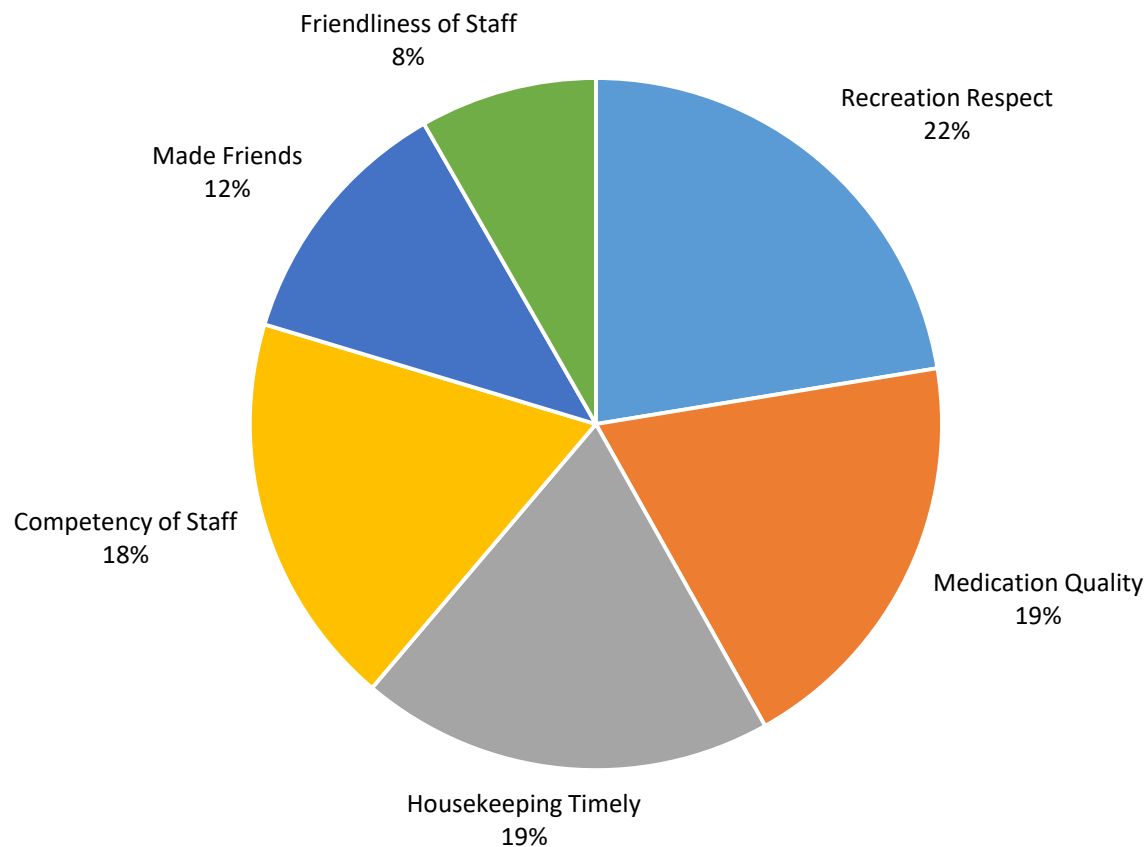
Your Drivers of Satisfaction can be found on page 31 to 33 of this report. A careful review of the Drivers of Satisfaction specific to your community will be important, as this will be your main area of focus for the coming year in regards to your survey action plan.

While your scores in each area are important, focusing on the Drivers of Satisfaction will have the most significant impact. Where scores are lower than average, it would be necessary to work to bring them higher. Even where scores are good or higher than average, you will want to both maintain your current practice and see where you can improve, knowing these areas are extra important to residents.

# Drivers of Overall Satisfaction

## Aggregate of Overall Satisfaction Questions

The chart below shows the primary drivers of overall satisfaction among residents of Victoria Manor. The chart does not tell us how your community performed in these areas, but it shows what is impacting overall satisfaction the most (either positively or negatively). Refer back to the Average Score pages to see how you scored in each of these areas. Any improvement in the areas shown in the chart should also improve your residents' overall satisfaction with Victoria Manor.



## Top 5 Drivers of Overall Satisfaction

### Individual Overall Satisfaction Questions

The tables below and on the following page show the **top 5 services areas** that are driving satisfaction for each of the 10 overall satisfaction questions. Refer back to the Average Score pages to see how you scored in each of these areas. Any improvement in the service areas shown for a particular question should also improve your scores for that question.

Made Friends	
Services	Impact
Care Staff Timely	43%
Care Staff Quality	23%
Care Staff Respect	17%
Recreation Welcomed	10%
Recreation Respect	7%

Feel Safe & Secure	
Services	Impact
Care Staff Respect	36%
Recreation Respect	20%
Care Staff Timely	19%
Care Staff Quality	13%
Dining Respect	12%

Residence Runs Smoothly	
Services	Impact
Recreation Respect	56%
Medication Timely	20%
Recreation Assistance	13%
Recreation Quality	7%
Care Staff Timely	5%

Staff is Friendly	
Services	Impact
Care Staff Timely	47%
Recreation Welcomed	23%
Care Staff Quality	18%
Recreation Quality	7%
Recreation Assistance	6%

Feel at Home	
Services	Impact
Recreation Quality	44%
Care Staff Timely	34%
Recreation Respect	14%
Care Staff Respect	4%
Housekeeping Timely	4%

Willing to Recommend	
Services	Impact
Medication Quality	40%
Recreation Assistance	28%
Housekeeping Timely	13%
Recreation Welcomed	11%
Recreation Respect	7%

## Top 5 Drivers of Overall Satisfaction

### Individual Overall Satisfaction Questions

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Privacy Respected	
Services	Impact
Recreation Welcomed	66%
Medication Timely	13%
Dining Respect	9%
Medication Quality	7%
Recreation Respect	5%

Quality of Services	
Services	Impact
Housekeeping Quality	35%
Recreation Respect	20%
Recreation Welcomed	18%
Care Staff Respect	16%
Recreation Quality	11%

Staff is Competent	
Services	Impact
Care Staff Respect	56%
Dining Respect	19%
Care Staff Quality	13%
Recreation Variety	9%
Care Staff Timely	4%

Quality of Life	
Services	Impact
Housekeeping Timely	47%
Care Staff Timely	30%
Recreation Respect	14%
Care Staff Quality	5%
Recreation Welcomed	4%