

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

**VMC2020-004**

**Monday, September 21, 2020**

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

**Victoria Manor Boardroom**

**Victoria Manor, Second Floor**

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

**Members:**

**Deputy Mayor Patrick O'Reilly**

**Councillor Doug Elmslie**

**Councillor Kathleen Seymour-Fagan**

This will be an electronic participation meeting and public access to Victoria Manor Boardroom will not be available. If you wish to view the proceedings of this meeting please email Holly Russett at [hrussett@kawarthalakes.ca](mailto:hrussett@kawarthalakes.ca) to request electronic access through a Zoom invitation.

Accessible formats and communication supports are available upon request. The City of Kawartha Lakes is committed to accessibility for persons with disabilities. Please contact [AgendaItems@kawarthalakes.ca](mailto:AgendaItems@kawarthalakes.ca) if you have an accessible accommodation 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>	
5.	<b>Approval of the Minutes of the Previous Meeting</b>	4 - 10
6.	<b>Business Arising from Previous Meetings</b>	
7.	<b>Correspondence</b>	
7.1	Memorandum-07 Family Communication Newsletter	11 - 21
8.	<b>Reports</b>	
8.1	Victoria Manor Operations Report to Committee of Management, July and August 2020	22 - 28
8.2	Report VMC2020-05 Annual Case Mix Index Results 2019-20	29 - 30
8.3	Report VMC2020-07 2021 Capital Budget	31 - 33
9.	<b>Closed Session</b>	
9.1	Closed Minutes, Victoria Manor Committee of Management, July 23, 2020, Municipal Act, 2001 s.239(2)(b)(d)(g)	
9.2	Victoria Manor Confidential Operations Report to Committee of Management, July and August 2020, Municipal Act, 2001 s.239(2)(b)(d)(e)	
9.3	Report VMC2020-06 Operating Budget, Municipal Act, 2001 s.239(2)(d)	
10.	<b>Matters from Closed Session</b>	
11.	<b>Other New Business</b>	
12.	<b>Next Meeting</b>	
	November 16, 2020 Victoria Manor Boardroom, commencing at 1:00 PM	

## 13. Adjournment

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

**VMC2020-003**  
**Thursday, July 23, 2020**  
**9:00 A.M. – Electronic Participation Only**  
**Victoria Manor Boardroom**  
**Victoria Manor, Second Floor**  
**220 Angeline Street South, Lindsay, Ontario**

**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 9:30 a.m. Councillors K. Seymour-Fagan and Deputy Mayor P. O'Reilly were in attendance.

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

**2. Adoption of Agenda**

**VMCM2020-013**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**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**

**VMCM2020-014**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the minutes of the Victoria Manor Committee of Management meeting held on January 20, 2020, be adopted as circulated.

**Carried**

**6. Business Arising from Previous Meetings**

No arising business.

**7. Correspondence**

**7.1 Memorandum - 01 2020 Short Stay Respite Care Bed Approval**

**VMCM2020-015**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the March 16, 2020 Memorandum from Pamela Kulas, regarding 2020 Short Stay Respite Care Bed Approval, be received.

**Carried**

7.2 Memorandum - 02 Ministry of Labour Inspection

**VMCM2020-016**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the March 16, 2020 Memorandum from Pamela Kulas, regarding Ministry of Labour Inspection, be received.

**Carried**

7.3 Memorandum - 03 Ministry of Health and Long Term Care Complaint Inspection

**VMCM2020-017**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the March 16, 2020 Memorandum from Pamela Kulas, regarding Ministry of Health and Long Term Care Complaint Inspection, be received.

**Carried**

7.4 Memorandum - 04 Ministry of Health and Long Term Care Complaint Inspection

**VMCM2020-018**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the March 16, 2020 Memorandum from Pamela Kulas, regarding Ministry of Health and Long Term Care Complaint Inspection be received.

**Carried**

7.5 Victoria Manor Committee of Management COVID-19 Updates March 20th, April 3rd, April 14th, May 1st, May 8th, May 15th, June 15th, June 30th, 2020

**VMCM2020-019**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the March 20, April 3, April 14, May 1, May 8, May 15, June 15 and June 30, 2020 updates from Pamela Kulas regarding COVID-19 for the 4 months, be received.

**Carried**

7.6 Sienna COVID-19 Update March 24th, 2020

**VMCM2020-020**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the March 24, 2020 correspondence from Sienna, regarding COVID-19, be received.

**Carried**

7.7 Sienna COVID-19 Update June 3rd, 2020

**VMCM2020-021**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the June 3, 2020 correspondence from Sienna, regarding COVID-19, be received.

**Carried**

7.8 Sienna COVID-19 Update June 11th, 2020

**VMCM2020-022**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the June 11, 2020 correspondence from Sienna, regarding COVID-19, be received.

**Carried**

7.9 Sienna COVID-19 Update July 15th, 2020

**VMCM2020-023**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the July 15, 2020 correspondence from Sienna, regarding COVID-19, be received.

**Carried**

7.10 Sienna COVID-19 Update July 16th, 2020

**VMCM2020-024**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the July 16, 2020 correspondence from Sienna, regarding COVID-19, be received.

**Carried**

7.11 Long-Term Care Directive Update

**VMCM2020-025**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the Long-Term Care Directive #3 Update, regarding COVID-19, be received.

**Carried**

7.12 Memorandum - 05 Ministry of Health and Long Term Care Complaint Inspection

**VMCM2020-026**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the July 23, 2020 Memorandum from Pamela Kulas, regarding Ministry of Health and Long Term Care Complaint Inspection be received.

**Carried**

7.13 Memorandum - 06 Ministry of Health and Long Term Care Complaint Inspection

**VMCM2020-027**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan



**That** the July 23, 2020 Memorandum from Pamela Kulas, regarding Ministry of Health and Long Term Care Complaint Inspection be received.

**Carried**

**8. Reports**

- 8.1 Victoria Manor Operations Report to Committee of Management, January and February 2020

**VMCM2020-028**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the Victoria Manor Operations Report to Committee of Management, January and February 2020, provided by Sienna Senior Living, be received for information.

**Carried**

- 8.2 Victoria Manor Operations Report to Committee of Management, June 2020

**VMCM2020-029**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the Victoria Manor Operations Report to Committee of Management, June 2020, provided by Sienna Senior Living, be received for information.

**Carried**

- 8.3 Report VMC2020-03 Victoria Manor 2020-2021 Quality Improvement Plan

**VMCM2020-030**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**Resolved That** Report VMC2020-03 "Victoria Manor 2020-2021 Quality Improvement Plan", be received; and

**That** the Chair of the Victoria Manor Committee of Management be authorized to sign the Quality Improvement Plan for submission once finalized.

**Carried**

8.4 Report VMC2020-04 CARF Accreditation 2019

**VMCM2020-031**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**Resolved That** Report VMC2020-04, "CARF Accreditation Report", be received.

**Carried**

9. **Closed Session**

**VMCM2020-032**

**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 Thursday, July 23, 2020 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)(g) of the Municipal Act, S.O. 2001. S.25

**Carried**

10. **Matters from Closed Session**

11. **Other New Business**

Councillor Elmslie asked about using student volunteers currently enrolled in medical studies, to help with shortages being experienced in staffing. Pam Kulas has been exploring these options.

12. **Next Meeting**

September 21, 2020, location to be determined, commencing at 1:00 p.m.

13. **Adjournment**

**VMCM2020-037**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Elmslie

**That** the Victoria Manor Committee of Management Meeting adjourn at 10:32 a.m.

**Carried**



**The Corporation of The  
City Of  
Kawartha Lakes**

**Human Services Department  
Memorandum – 07**

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**To:** Victoria Manor Committee of Management  
**From:** Pamela Kulas, Executive Director  
**Date:** September 21, 2020  
**RE:** Family Communication Newsletter

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With the goal to keep families informed of improvements and changes in the status at Victoria Manor, a bi-weekly newsletter is being sent to families through email.



2020-07-23

Newsletter-Victoria |



2020-07-09 Victoria

Manor Newsletter\_F



2020-09-03

Newsletter-Victoria |



2020-08-20

Newsletter-Victoria |

**Human Services Department  
PO Box 2600, 68 Lindsay St. N., Lindsay, ON K9V 4S7  
Tel: (705) 324-9870 fax: (705) 328-2875  
website: [www.kawarthalakes.ca](http://www.kawarthalakes.ca)**



**July 23, 2020**

Dear Families and Friends,

Last week it was announced that a large part of the province of Ontario will enter into Stage 3 of the province's gradual reopening plan as of July 17, and begin to allow indoor visits with your loved ones. We are relying on all Ontarians to practice safe physical distancing and limit their social circles as directed by the province. We continue to operate under strict guidelines and measures to keep your loved ones safe and healthy.

We continue to follow hot weather protocols during the summer months, such as keeping the curtains and windows closed, providing additional fluids and popsicles, and encouraging loose clothing for optimal comfort. We know how important it is to manage the extreme heat conditions, and want to reassure you that it is top of mind as we work to keep your loved ones happy and safe.

We hope you find this newsletter a useful form of communication to keep you updated, informed and well versed in the exciting things happening around Victoria Manor!

The team here will also continue to reach out regularly to provide updates and hear your feedback. For more information, you may want to check <https://www.kawarthalakes.ca/en/living-here/daily-activities.aspx> for general updates.

### **Message from our Executive Director**

We are so pleased to be welcoming so many family members back into the home. Residents are very excited as we take further steps and measure to expand our visiting protocols to indoors.

As you are aware, Victoria Manor resumed outdoor family visits on Thursday June 18<sup>th</sup>. As of Wednesday July 22<sup>nd</sup>, 30 minute indoor visits between the hours of 9:30 am to 4:30 pm will commence in designated visiting areas within the home. Residents are now able to visit with up to 2 visitors during each scheduled time.

Visits will take place at the back of the building and inside of the home and will be facilitated by one of our team members to ensure visits follow safe social distancing and infection control practices. Each day there will be a maximum number of visits that can take place with physical distancing requirements in place.

#### **What you need to know:**

- For indoor visits:
  - Family members and visitors are required to attest to a negative COVID-19 test result within 14 days prior to the scheduled visit.
  - Visitors will be required to wear a procedural/surgical mask throughout the visit. Visitors will be provided a mask upon arrival at the care community.

- For outdoor visits:
  - Family members and visitors no longer require to attest to a negative COVID-19 test result within 14 days.
  - For outdoor visits, visitors will be expected to bring their own face covering. In the event that it is needed, personal protective equipment (PPE – e.g. masks) will be provided and required, along with hand hygiene.
  - Visits are currently accommodated in the outdoor space where weather permits.

If you are interested in visiting, please call reception at 705-324-3558 extension 1400 to learn more about booking a time slot.



Pamela Kulas, Executive Director

**Victoria Manor is currently Out of Outbreak**  
As of July 23, 2020

**NOTE:** COVID-19 outbreak status is determined by Public Health alone, not by the residence.

### Health and wellbeing

The team continues to do an incredible job under challenging circumstances and is working closely with Public Health to ensure all proper precautions and directives are in place. Here are a few highlights.

- Team members were screened for COVID-19 on July 17. We are screening for COVID-19 every two weeks with the next screening scheduled for July 31, 2020.
- All team members are wearing surgical face masks and are having their temperatures taken twice per shift.

### Memorable moments

- Theme days such as Tacky Wednesday and Pink and Yellow day have been held.
- A resident's 90<sup>th</sup> birthday was celebrated by coordinating a drive by celebration.
- Residents continue to be engaged with families through face time, visiting and telephone calling.



Thank you for your support as we work together to navigate the situation. Your gratitude and acts of kindness go a long way to keeping spirits up at this difficult time.

If you have suggestions about how we can improve, please feel free to email them to: [vmcovid19questions@kawarthalakes.ca](mailto:vmcovid19questions@kawarthalakes.ca). Remember, you can also check the helpful resources on our website at <https://www.kawarthalakes.ca/en/living-here/daily-activities.aspx>

**Your Team at Victoria Manor**

July 9, 2020

Dear Families and Friends,

We hope you are finding this newsletter useful for keeping you informed of improvements and changes in the status at Victoria Manor.

The health and wellbeing of residents and team members continues to be our top priority. We understand it is challenging to not be able to visit your loved ones, but we want to assure you we are doing everything we can to keep residents engaged. We look forward to welcoming you back to Victoria Manor for outdoor visits as soon as we can safely do so.

Our team will continue to reach out regularly to provide individual updates and listen to any of your feedback. For more information, you may also want to check [www.siennaliving.ca](http://www.siennaliving.ca) for general updates.

### Message from our Executive Director

We are thrilled to see so many family members scheduling outdoor visits with their loved ones. Resident feedback has been extremely positive! Team members were tested for COVID-19 on June 30, 2020 with no confirmed cases.



Pamela Kulas, Executive Director

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Victoria Manor is currently Out of Outbreak			
NOTE: COVID Outbreak status is determined by Public Health alone, not by the home.			
Group	Current Positive Cases*	Total Resolved Cases	Deceased
Residents	0	0	0
Team members	0	1	0
<b>TOTAL</b>	0	1	0

**NOTE:** COVID case information accurate as of July 7, 2020.

### Health and wellbeing

The team continues to do an incredible job under challenging circumstances and is working closely with Public Health to ensure all proper precautions and directives are in place.

Visits will take place between 10:00 am and 4:30 pm at the back of the building and will be facilitated by one of our team members to ensure visits follow safe physical distancing and infection control practices. Each day there will be a maximum number of visits that can take place with physical distancing requirements.

### What you need to know:

- Family members are required to have a negative COVID-19 test result within 14 days prior to the scheduled visit. Family members must attest to the test result at the scheduled visit. Please be prepared to show results (hard copy, photo, etc.).
- **Visits will be pre-scheduled:** call **705-324-3558 extension 1400** to learn more about booking a timeslot.
- We will do our best to accommodate requests, however we also need to ensure every family has an opportunity to visit. Frequency of visits will be based on equitable access.
- One family member at a time/visit. POA/SDM will determine who visits.
- Visitors must be 18 years or older to ensure precautions are followed.
- All visitors will be actively screened, including temperature checks.
- **For everyone's safety, anyone who is on self-isolation, being tested, or has tested positive for COVID-19 must not visit.**
- Personal protective equipment (PPE – e.g. masks) will be provided and required, and we ask that you practice hand hygiene.
- With the exception of service dogs, animals should not accompany visitors.
- **Visits are currently accommodated in the outdoor space when weather permits.**
- Please note, if the outdoor visiting guidelines are not followed, and the resident develops COVID-19 related signs/symptoms, they will require testing and be placed in self-isolation for up to 14 days.
- Any non-compliance of the visit protocols will result in a discontinuation of visits for the non-compliant visitor.

### During the visit:

- Please wear the PPE provided by the team and keep your mask on at all times.
- Follow hand hygiene (handwashing or use of hand sanitizer) procedures. Complete when entering/leaving the designated visiting location.
- The team is available to escort you to the designated visiting location, if required.
- Please do not pass along anything, such as food or letters, to your loved one or team members.
- Always keep minimum distance of six feet from others, including your loved one.
- Please ensure your visit ends on time to allow the next scheduled visit to begin on time.

Visitors can only visit with one resident at a time. Each resident will have a separate visit booked for his or her visitors. The POA/SDM will coordinate with others who wish to visit.

### Memorable moments

Residents and team members have participated in several fun events including crazy hat day and July 1 Canada Day celebrations.



We are committed to keeping you informed and will provide updates as things evolve. We will do everything possible to help you connect with your loved one.

Thank you for your support as we work together to navigate the situation. Your gratitude and acts of kindness go a long way to keeping spirits up at this difficult time.

If you have suggestions about how we can improve, please feel free to email them to: [vmcovid19questions@kawarthalakes.ca](mailto:vmcovid19questions@kawarthalakes.ca). Remember, you can also check the helpful resources on our website at [www.siennaliving.ca](http://www.siennaliving.ca).

Your Team at Victoria Manor



# Victoria Manor Connection

Issued September 3, 2020

## A Message from our Executive Director

Dear Families and Friends,

With the labour day long weekend upon us, September brings a sense of renewal as we head into the fall season and back to school for students. While many Ontarians have taken the latter part of the summer to relax and enjoy all that summer has to offer, at Sienna we have been diligently planning for a potential second wave of COVID-19. We are working across a number of critical areas of care and program delivery to ensure our residents remain safe, healthy and protected.

In addition, we have been working collaboratively with local Ontario Health Region and other community stakeholders to complete in depth assessments of their preparedness for a potential Wave 2, based on a framework provided by the Ministry of Long Term Care. The framework addresses specific needs in various areas including Human Resources, Infection Prevention & Control, and Partnerships & Sustained Operations, and is aimed at aligning regional and provincial support systems in the event of future outbreaks.

For more information, you may want to check <https://www.kawarthalakes.ca/en/victoria-manor-long-term-care.aspx> for general updates.

### Short Stay and Temporary Absences

We are pleased to inform you that the Ontario Government announced that long-term care residents can once again leave their residences for short-stay and temporary absences.

The new directive allows residents to spend time away from their long-term care homes for day trips or overnight absences. Outings are categorized in two ways:

#### Short-Stay Absences

These include visits to see family or run errands, as well as outpatient medical visits or emergency room visits that extend over a single night, but where the person is not admitted as an in-patient. For these types of outings, we will provide residents with a medical mask to be worn at all times when outside of the home, if tolerated. Residents will also be reminded of the importance of following all public health measures, including physical distancing, handwashing and group sizes according to community. When they return, residents must be actively screened but are not required to be tested or to self-isolate.

#### Temporary Absences

Residents may also leave for 'temporary' absences of one or more nights. Temporary absences will be our discretion and decided on a case-by-case basis based on safety factors like the risk associated with the absence (e.g., for a family weekend vs. a large gathering) and the ability of the home to help residents self-isolate upon return. For the protection of their neighbours, residents who leave on a temporary absence will be required to self-isolate for 14 days when they return to the care community. If we make the decision to deny a temporary absence request, we will communicate our rationale in writing.

While we are pleased that this announcement allows for more flexibility of our residents and increased socialization with family and friends, our main priority remains on the health and safety of our residents and team members.

We also ask all family members to support these efforts by following all public health measures, including physical distancing, handwashing and adhering to group sizes according to your community.

**To arrange a short stay or temporary absence we ask that you give us 24 hours notice. Please you call 705-324-3558 extension 1400 to schedule and coordinate.** This will ensure that residents are available and ready to spend time with you at their scheduled time.

Thank you in advance for your support and cooperation.

Following are links to further details published by the Ministry of Long-Term Care:

- [Directive #3 for Long-Term Care Homes under the LongTerm Care Homes Act, 2007](#)
- [Frequently Asked Questions](#)

## Respiratory Etiquette & How To Wash Your Hands

We ask that you take a few moments to review the “Respiratory Etiquette & How to Wash Your Hands” documents attached. Thank you for your support as we work together to safeguard residents and team members.



Respiratory  
etiquette.pdf



How to wash your  
hands.pdf

## Family Virtual Town Hall Held – August 26<sup>th</sup>

It was wonderful to have so many families participate in our first ever zoom virtual town hall. This forum provided us with the opportunity to keep you informed on our planning efforts and all other operational updates that affect you and your loved one at Victoria Manor.

We hope you can take the time to connect with us at our next Town Hall in September. If you need further information about our upcoming virtual Town Hall meeting on September 23, 2020 at 6:30 pm, please reach out to us at 705-324-3558 extension 1400 or [vmcovid19questions@kawarthalakes.ca](mailto:vmcovid19questions@kawarthalakes.ca). We will continue to host meetings to listen to your feedback.

Sincerely,

Pamela Kulas, Executive Director



# Victoria Manor Connection

Issued August 20, 2020

## A Message from our Executive Director

Dear Families and Friends,

For the last several months, team members have worked very hard to manage under challenging pandemic conditions, to stop the spread of COVID-19. Now, as regions continue to open more businesses and activities, and widen the circles in which people can socialize, we are asking our team to be extra vigilant about their personal social activities. As frontline workers, our team members have a duty to maintain a safe and healthy environment in our home, and we are asking them to be just as diligent in their day-to-day activities outside of work as well. We have shared with our team 10 ways to safely socialize, and will continue to reinforce this messaging over the weeks and months to come.

We are committed to keeping you informed about important updates, new programs and activities within our home. In addition to this newsletter we are beginning to hold virtual town hall meetings with families.

If you need further information about our upcoming virtual town hall meeting on August 26, 2020 at 6:30 pm, please reach out to us at 705-324-3558 extension 1400 or [vmcovid19questions@kawarthalakes.ca](mailto:vmcovid19questions@kawarthalakes.ca). We look forward to connecting with you soon!

For more information, you may want to check our [website](#) for general updates.

Pamela Kulas  
Executive Director

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## Health and wellbeing

The team continues to do an incredible job to ensure all proper precautions and directives are in place.

### What you need to know:

- Outdoor and indoor visits will be permitted only when the care community is not in an outbreak, where the resident is asymptomatic and not self-isolating.
- Outdoor and indoor visits will be pre-scheduled 30 minutes during the hours of 9:30am and 4:30pm and take place at the back of the building for outdoor visits, or in The Gathering Place of the care community for indoor visits.
- Visits outdoors will be accommodated as weather permits.
- Indoor visits will be accommodated in designated areas within the care community.
- To ensure that every family has an opportunity to visit their loved one, frequency of visits will be based on equitable availability to accommodate one visit per week.

- Only two visitors are permitted to visit with a resident during any scheduled visit. The Resident/Power of Attorney/Substitute Decision Maker will determine who may visit.
- For all indoor visits, visitors must attest to (confirm) having a negative COVID-19 test result that is dated within 14 days of the visit taking place. For outdoor visits, visitors do not need to attest to having a negative COVID-19 test result.
- All visitors must be 18 years or older to ensure precautions are followed.
- All visitors will receive education on the care community's infection prevention and control measures, including hand hygiene and use of personal protective equipment (PPE).
- PPE (mask) must worn appropriately during the scheduled visit. PPE should not be removed at any time during the visit. For outdoor visits, visitors are encouraged to bring their own masks. Masks will be provided in the event visitors do not have their own. For indoor visits, surgical/procedure masks must be worn throughout the visits. Visitors will be provided with a mask when entering the care community.
- All visitors must comply with the care community's infection prevention and control measures and will be actively screened, including temperature checks.
- For the safety of our residents and team members, any visitor who is on self-isolation, awaiting COVID-19 test results, or is positive for COVID-19 will not be permitted to visit.
- With the exception of service dogs, animals should not accompany visitors during scheduled visits.
- Visitors must adhere to the outdoor/indoor visiting guidelines for the safety of our residents. Should any resident develop COVID-19 symptoms, they will be tested for the virus and placed in isolation pending test results.
- A team member will be available to escort you to the designated visiting location.
- It is requested that no items be shared with your loved one during the visit (food, letters, cards, etc.).
- Visitors must adhere to a safe physical distance of six feet from the resident and team members during the scheduled visit.

Click [here](#) for more information on outdoor and indoor visiting guidelines, which are posted on the Victoria Manor website.

Thank you for your support as we work together to navigate the situation.

If you have suggestions about how we can improve, please feel free to email them to: [vmcovid19questions@kawarthalakes.ca](mailto:vmcovid19questions@kawarthalakes.ca).

**Your Team at Victoria Manor**



# **July and August 2020 Victoria Manor Operations Report to Committee of Management**

**Submission Date: September 21, 2020**

**Information for the Months of: July and August 2020**

**Table 1: Victoria Manor Executive Summary Statement of Earnings for June 2020**

	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
Resident Days	32,203	34,828	(2,625)
Occupancy %	91.1%	98.5%	(7.4%)
Nursing Envelope Funds	4,569,975	4,040,783	529,192
Nursing Expenses	5,313,338	4,758,576	(554,762)
<b>Net Nursing Envelope</b>	<b>743,363</b>	<b>717,793</b>	<b>(25,570)</b>
Program Envelope Funds	428,343	430,008	(1,665)
Program Expenses	386,173	434,672	48,499
<b>Net Program Envelope</b>	<b>42,170</b>	<b>(4,664)</b>	<b>46,833</b>
Food Envelope Funds	339,290	339,247	43
Food Expenses	340,696	339,247	(1,448)
<b>Net Food Envelope</b>	<b>1,406</b>	<b>(0)</b>	<b>(1,406)</b>
<b>Accommodation Revenue</b>	<b>2,329,266</b>	<b>2,340,029</b>	<b>(10,763)</b>
<b>Accommodation Expenses</b>			
Dietary Expenses	750,142	735,791	(14,351)
Housekeeping Expenses	306,008	304,466	(1,542)
Laundry Expenses	154,245	145,948	(8,296)
Maintenance Expenses	288,963	325,565	36,602
Administration Expenses	278,513	281,516	3,003
Facility Expenses	566,719	621,117	54,398

	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
<b>Accommodation Expenses</b>	<b>2,344,589</b>	<b>2,414,403</b>	<b>69,813</b>
<b>Other Accommodation - NOI</b>	<b>15,324</b>	<b>74,374</b>	<b>59,050</b>
Over/Under Adjustment	702,599	722,457	-
<b>Net Operating Income</b>	<b>717,922</b>	<b>796,830</b>	<b>78,908</b>
Capital Reserve	37,869	-	(37,869)
<b>Net Income (Loss)</b>	<b>755,791</b>	<b>796,830</b>	<b>41,039</b>

## Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is favorable (\$529K) mainly due to higher level of care funding (\$17K), higher pay equity funding (\$17K), higher miscellaneous income (\$4K), higher pandemic funding (\$175K), higher pandemic wage premium funding (\$399K); offset by lower BSO funding (\$65K), lower hi-intensity claims (\$12K), and lower falls prevention funding (\$6K).

Pandemic: Year to Date Pandemic net impact is \$79K (\$254K total labour and supplies spending offset partly by \$175K funding revenue).

Nursing Expenses – Direct: YTD are unfavorable (\$648K) mainly due higher RPN wages (\$13K), higher PSW wages (\$163K), higher agency wages (\$94K), higher pandemic labour (\$201K), higher pandemic wage premium (\$394K), higher benefits (\$13K); offset by lower RN wages (\$112K), lower BSO wages (\$93K), and lower MDS RAI (\$25K).

Nursing Expenses – Administration: YTD are favorable (\$93K) mainly due to lower wages (\$3K), lower MDS RAI (\$9K), lower benefits (\$13K), lower computer expenses (\$6K), lower equipment expenses (\$7K), lower falls prevention equipment (\$6K), lower high intensity costs (\$12K), lower incontinent supplies (\$8K), lower medical supplies (\$75K), lower recovered costs (\$16K); offset by higher pandemic expenses (\$53K), higher pandemic wage premium (\$6K), and higher travel expenses (\$3K).Program

Revenue: YTD Program is is unfavorable (\$2K) mainly due to lower level of care funding (\$2K).

Program Expenses: YTD Program expenses are favorable (\$48K) mainly due to lower wages (\$23K), lower benefits (\$10K), lower IT allocation (\$1K), lower equipment



expenses (\$1K), lower physio (\$1K), lower purchased services (\$1K), lower supplies (\$9K), and lower transportation costs (\$1K).

Food Revenue: YTD Food revenue is in line with budget.

Food Expenses: YTD Food expense is unfavorable (\$1K).

Accommodation Revenue: YTD revenue is unfavorable (\$11K) mainly due to lower preferred accommodation (\$9K), lower prior period reconciliation (\$3K), lower donations revenue (\$1K), lower miscellaneous income (\$1K), lower other income from haircare (\$1K); offset by higher basic accommodation (\$5K).

Dietary Expenses: YTD Dietary expenses are unfavorable (\$14K) mainly due to higher wages (\$10K), higher equipment expenses (\$5K), higher supplies (\$3K); offset by lower dishes, cutlery and utensils (\$4K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$2K) mainly due to higher wages (\$9K), higher supplies (\$1K); offset by lower benefits (\$5K), lower chemical and cleaning supplies (\$1K), and lower equipment expenses (\$2K).

Laundry Expenses: YTD Laundry expenses are unfavorable (\$8K) mainly due to higher wages (\$11K), higher benefits (\$1K); offset by lower bedding & linen (\$1K), and lower equipment expenses (\$3K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$37K) mainly due to lower benefits (\$1K), lower alarm expenses (\$2K), lower building repair (\$9K), lower electrical expenses (\$5K), lower equipment expenses (\$15K), lower fire system (\$2K), lower generator (\$6K), lower grease trap cleaning (\$1K), lower heating and air-conditioning (\$5K), lower contracted services (\$7K), lower painting and decorating (\$2K), lower pest control (\$1K), and lower supplies (\$3K); offset by higher wages (\$4K), higher chemical supplies (\$4K), higher elevator expenses (\$1K), and higher plumbing (\$14K).

Administration Expenses: YTD Administration are favorable (\$3K) mainly due to lower wages (\$35K), lower bad debt expense (\$8K), lower collection costs (\$1K), lower communication (\$1K), lower IT allocations (\$5K), lower computer expense (\$6K), lower postage and courier (\$1K), lower professional fees (\$25K), lower purchased services (\$19K), lower supplies (\$9K), and lower travel (\$1K); offset by higher benefits (\$11K), higher equipment expenses (\$88K), higher promotions (\$1K), higher payroll service charges (\$6K), and higher staff costs (\$3K).

Facility Expenses: YTD Facility expenses are are favorable (\$54K) mainly due to lower management fees (\$8K), lower hydro (\$42K including \$8K rebate), lower water and sewage (\$8K), lower waste removal (\$1K); offset by higher cable (\$1K), and higher gas (\$3K).

## **Table 2: Year to Date Capital Expenses: July 2020**

<b>Capital Expense</b>	<b>Year-to-Date Expenses</b>	<b>Approved 2020 Budget</b>
Wanderguard System	On hold	\$15,000.00
Moisture Plus Oven	Installed	\$35,000.00
Dining Room Chairs	Awaiting delivery	\$6,000.00
Resident Room Furniture	Awaiting delivery	\$15,000.00
Lifts	On hold	\$35,000.00
Hand Held Devices for PSW's	On hold	\$4,000.00
Generator Fuel Tank	In progress	\$40,000.00
<b>Totals</b>		<b>\$150,000</b>

## Scorecard: Quality

**Table 3: Canadian Institute for Health Information (CIHI) quarter 3 (October 2019 to December 2019) results.**

<b>Indicator</b>	<b>2019 Q3 Current Performance</b>	<b>Target</b>
Transfers to Emergency department	19.27	19.00
Antipsychotic medications	17.30	18.60
New Stage 2-4 pressure ulcers	1.90	2.00
Worsened stage 2-4 pressure ulcers	2.50	2.50
Has fallen	17.70	16.50
Daily physical restraints	4.70	3.60
Has pain	5.80	5.70
Worsened pain	8.60	9.60
Resident Satisfaction	92.00	94.00
Percentage of complaints received by a LTCH that were acknowledged to the individual	100	100

who made a complaint within 10 business days.		
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Indicators are monitored monthly during Resident Safety meetings. Awaiting quarter 4 (January 2020 to March 2020) date from CIHI.

## **Scorecard: People**

### **Employee Engagement Survey**

- More than 20 team members were recognized by family members and peers through the Spot A Star program.

### **Sienna Support Services Updates**

Sienna Partner Visits:

- VP LTC Operations – August 25, 2020

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

- 

## **Long Term Care Update**

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

- 91.1% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 3 move ins and 4 discharges

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

No inspections

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

Verbal complaint received from a power of attorney as POA was not permitted to enter the home as they did not meet the definition of essential visitor. Complaint resolved.

Verbal & Written complaint received from a power of attorney (POA) who expressed concerns about foot care. Complaint resolved.

Verbal complaint received from family member as family member felt that team member was rude in their approach when explaining the policies for visiting a resident. Complaint resolved.

Verbal complaint received from family member as family member felt that messages from home area was not being returned in a timely manner. Complaint resolved.

### **Compliments Summary**

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

Several emails of thanks to all team members for the care provided to their loved ones during the pandemic.

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

Nothing to report

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

The Executive Director held a virtual town hall with family members on August 26<sup>th</sup>. The purpose of the town hall was to provide family members with an update and respond to questions.

Connections newsletter circulated to family members via email bi-weekly beginning in July 2020. Positive response from families.

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

Family Council president participated in the virtual town hall.

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

Code Red drills were held on all three (3) shifts in July and August 2020

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

## **Victoria Manor Committee of Management**

### **Report VMC2020-05**

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**Meeting Date:** September 21, 2020

**Meeting Time:** 1:00 PM

**Meeting Place:** Victoria Manor, 220 Angeline Street. S., Lindsay

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**Subject:** Annual Case Mix Index Results 2019-20

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

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#### **Recommendation(s):**

**Resolved That** Report VMC2020-05, “Annual Case Mix Index Results 2019-2020”, be received.

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Director

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Other

**Background:**

On an annual basis the acuity of the resident population in each long term care home in Ontario is assessed for annual funding to the Nursing and Personal Care funding envelope. This envelope varies year to year dependent on the outcome of the Case Mix Index (CMI). This index is a measure assigned based on the overall acuity of resident need in the province.

**Rationale:**

Since the inception of the management agreement with Sienna, management from Sienna and City of Kawartha Lakes have been overseeing a stable trend in financial performance of the home.

The Case Mix Index for April 2019 to March 31, 2020 is 0.9971. The table below indicates that the CMI for April 1, 2020 – March 31, 2021 will decrease by 0.0044% to 0.9927.

**Table 1: Victoria Manor CMI**

Class Beds	2019-20 Funded CMI	% Assessed Days in Special Rehab	2020-21 Funded CMI	% Change in Funded CMI (2019-20 minus 2018-19)	Actual CMI Adjustment 2019-20 to 2020-21	Actual 2020 Budget Variance
166	0.9971	3.94%	0.9927	-0.0044%	-\$11,204	\$12,452

**Financial Considerations:**

Although the home will have a negative funding impact of \$11,204 to the Nursing and Personal Care Envelopes, overall the actual impact to the 2020 operating budget will be a positive variance of \$12,452.

**Consultations:**

Rod Sutherland, Director Human Services

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

**The Corporation of the City of Kawartha Lakes**  
**Victoria Manor Committee of Management**  
**Report VMC2020-07**

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**Meeting Date:** September 21, 2020

**Meeting Time:** 1:00 PM

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

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**Subject:** 2021 Victoria Manor Capital Budget

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

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**Recommendation(s):**

**Resolved That** Report VMC2021-07, “2021 Victoria Manor Capital Budget”, be received; and

**That** the Committee of Management recommends to City Council the approval of the Victoria Manor 2021 Capital Budget, included in Table 1 Report VMC2020-07, “Victoria Manor 2021 Capital Budget”, in the amount of \$122,944.

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Director

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Other

## Background

In the development and approval of the annual capital budget, the Terms of Reference of the Victoria Manor Committee of Management describe the Committee's role as follows:

### Advice to Council

The Committee may make recommendations to Council on the following matters, for which Council retains the decision-making role:

1. the annual capital and operating budget;

Minor capital funding replaces structural compliance funding previously provided by the Ministry of Health. From January 1, 2021 to March 31, 2021, the home will receive \$37,350 in minor capital funding. Effective April 1, 2021 to December 31, 2021 the home will receive \$85,594, for a total of \$122,944 for the calendar year. For the purposes of the proposed 2021 Capital Budget, all expenses that meet the minor capital funding definitions will be allocated to this funding.

The requirements for capital projects in the home remain and are recommended to continue to maintain the home.

The Ministry has announced that they will be changing the minor capital program again effective April 1, 2022. The minor capital funding level will then be based on a per diem of \$1.42, for an annual total of approximately of \$86,000.

### Rationale

The recommended 2021 capital projects, totaling \$122,944, are shown in Table 1 below.

While the potential for redevelopment may impact some future projects, the timing of a redevelopment decision and the immediate health and safety needs of residents and the home will be primary factors. Redevelopment, once approved, is not expected to be completed prior to 2023 or 2024.

**Table 1: Proposed 2021 Capital Budget Projects**

Item	Cost	Description
Wanderguard System	15,000	Safety feature to support resident independence
Whirlpool Bath Tub	35,000	Lifespan of existing tub has been reached.
Portable Lifts (2)	30,000	Resident safety. Lift life span has been reached



Air conditioning cooling units in serveries	13,000	Improved temperatures for residents in dining rooms
Food Processor	6,000	Resident safety. Food processor life span has been reached
Hand held devices	944	iPad minis for PSW documentation to improve processes.
Repair and replacement of existing outdoor walkways	23,000	Resident safety to promote accessibility
Total	122,944	

### Financial Considerations

From a financial standpoint, the proposed budget of \$122,944 will be fully funded through the provincial subsidy and does not require additional municipal tax support.

### Consultations

Victoria Manor leadership team  
Rod Sutherland, Director Human Services  
Sienna Senior Living staff  
Carolyn Daynes, City Treasurer

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