

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

**VMC2021-001**

**Monday, January 18, 2021**

**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.

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March 15, 2021, Victoria Manor Boardroom, commencing at 1:00 p.m.	

### 13.       Adjournment

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

**VMC2020-005**  
**Monday, November 16, 2020**  
**1:00 P.M.**  
**Electronic Video Meeting**

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

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**1. Call to Order**

Councillor Elmslie called the meeting to order at 1:02 p.m. Councillor K. Seymour-Fagan and Deputy Mayor P. O'Reilly were in attendance.

Executive Director Pamela Kulas, Director Rod Sutherland, Executive Assistant Holly Russett and Sienna Senior Living VP Operations and Long-Term Care Jennifer Powley were also in attendance.

**2. Adoption of Agenda**

**VMCM2020-052**

**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**

**VMCM2020-053**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the minutes of the Victoria Manor Committee of Management meeting held on September 21, 2020, be adopted as circulated.

**Carried**

**6. Business Arising from Previous Meetings**

None

**7. Correspondence**

None

**8. Reports**

- 8.1 Victoria Manor Operations Report to Committee of Management, September and October 2020

**VMCM2020-054**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

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

**Carried**

- 8.2 Memorandum - 2021 Proposed Meeting Dates

**VMCM2020-055**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the November 16, 2020 memorandum from Director Sutherland, regarding 2021 Proposed Meeting Dates, be received.

**Carried**

**9. Closed Session**

**VMCM2020-056**

**Moved By** Councillor Seymour-Fagan

**Seconded By** Deputy Mayor O'Reilly

**That** the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, November 16, 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**

None

**11. Other New Business**

Pam shared the Government has stated they strongly recommend regular Covid testing for all Long Term Care Staff. Victoria Manor and Sienna has put in place mandatory Covid-19 testing for Team Members. Testing will be offered at the Manor, over a two-day period every two weeks.

Flu shots are at 92% of residents and 75% of staff have been immunized to-date.

Redevelopment Update report and presentation scheduled to go to Council January 12, 2021.

Councillor Elmslie shared he attended a conference call with Senior Management of Sienna, focused on Covid experiences with Victoria Manor. A very positive conversation, the Committee of Management and City are supportive of the programs and protocols that are taking place.

**12. Next Meeting**

January 18, 2021, Victoria Manor Boardroom or electronic meeting, commencing at 1:00 p.m.

**13. Adjournment**

**VMCM2020-060**

**Moved By** Deputy Mayor O'Reilly

**Seconded By** Councillor Seymour-Fagan

**That** the Victoria Manor Committee of Management Meeting adjourn at 1:55 p.m.

**Carried**

**Ministry of  
Long-Term Care**

Office of the Minister

400 University Avenue, 6th Floor  
Toronto ON M7A 1N3

**Ministère des  
Soins de longue durée**

Bureau du ministre

400, avenue University, 6<sup>e</sup> étage  
Toronto ON M7A 2J5



eApproval#179-2020-85

January 6, 2021

Dear Long-Term Care Home Licensee:

*Re: Second Wave Response to COVID-19*

Thank you for your ongoing efforts to ensure that long-term care residents receive the best care possible during this unprecedented time.

Our government is working together with the long-term care sector, as well as with other health care sectors, as we continue to strive for the safety and well-being of long-term care home residents, families and staff. We continue to look at all possible courses of action to limit the spread of COVID-19.

In addition to previous investments, we are also investing an additional **\$398 million** to support the province's long-term care sector in managing the second wave. This brings total Ontario government support to help the long-term care sector respond to the COVID-19 pandemic to **\$1.38 billion**.

The new investment includes:

- **\$268 million in additional prevention and containment** funding to long-term care homes to further support additional costs associated with screening, staffing, supplies and other measures necessary to prevent and contain outbreaks. This additional funding will be provided to cover an increased proportion of COVID related costs already incurred and to enable continued funding to the end of the fiscal year.
- **\$42 million to long-term care homes to ensure adherence to critical testing and screening requirements.** This will allow long-term care homes to hire third-party screeners, such as security guards, to ensure that people entering long-term care homes are adhering to applicable screening testing requirements in Directive #3 and in the Minister's Directive COVID-19: Long-Term Care Home Surveillance Testing and Access to Homes, issued by the Minister of Long-Term Care; and
- **An additional \$88 million to reimburse long-term care homes for lost revenue** as a result of restrictions on admissions and reduced occupancy of beds in long-term care homes. This is building on a prior commitment of \$40 million to support homes that have been impacted by the changes in occupancy numbers due to COVID-19 and are incurring staffing and other operating costs.

Sheila Bristo, Assistant Deputy Minister of the Long-Term Care Operations Division, will share details about the terms and conditions of these investments with you in the near future.

.../2



With our government's investments and thanks to your ongoing efforts and dedication, we continue to strive for the safety and well-being of residents, staff and caregivers in Ontario's long-term care homes, during and beyond the COVID-19 pandemic.

Thank you for your continued service and commitment to delivering high-quality care to long-term care residents in Ontario.

Sincerely,

Original Signed By

Dr. Merrilee Fullerton  
Minister of Long-Term Care

- c: Mr. Richard Steele, Deputy Minister, Ministry of Long-Term Care  
Mr. Peter Kaftarian, Assistant Deputy Minister and Chief Administrative Officer, Corporate Services Division  
Ms. Sheila Bristo, Assistant Deputy Minister, Long-Term Care Operations Division  
Ms. Janet Hope, Assistant Deputy Minister, Long-Term Care Policy Division  
Mr. Brian Pollard, Assistant Deputy Minister, Long-Term Care Capital Development Division  
Mr. Jim Yuill, Director, Financial Management Branch, Corporate Services Division  
Ms. Abby Dwosh, Director, Funding and Programs Branch, Long-Term Care Operations Division  
Mr. Bill Hatanaka, Board Chair, Ontario Health  
Mr. Matthew Anderson, President and Chief Executive Officer, Ontario Health  
Ms. Donna Duncan, Chief Executive Officer, Ontario Long-Term Care Home Association  
Ms. Lisa Levin, Chief Executive Officer, AdvantAge Ontario



# **November and December 2020 Victoria Manor Operations Report to Committee of Management**

**Submission Date: January 18, 2021**

**Information for the Months of: November and December 2020**

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

	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
Resident Days	49,713	54,776	(5,063)
Occupancy %	89.40%	98.50%	(9.10%)
Nursing Envelope Funds	7,175,686	6,363,652	812,034
Nursing Expenses	8,266,942	7,500,301	(766,641)
<b>Net Nursing Envelope</b>	<b>1,091,255</b>	<b>1,136,648</b>	<b>45,393</b>
Program Envelope Funds	678,568	677,347	1,221
Program Expenses	610,985	684,298	73,314
<b>Net Program Envelope</b>	<b>67,583</b>	<b>6,951</b>	<b>74,535</b>
Food Envelope Funds	530,469	534,383	(3,915)
Food Expenses	529,781	534,384	4,603
<b>Net Food Envelope</b>	<b>688</b>	<b>(0)</b>	<b>688</b>
<b>Accommodation Revenue</b>	3,789,485	3,665,338	124,147
<b>Accommodation Expenses</b>			
Dietary Expenses	1,167,440	1,157,991	(9,448)
Housekeeping Expenses	489,597	479,342	(10,255)
Laundry Expenses	232,977	229,556	(3,421)
Maintenance Expenses	461,519	512,976	51,457
Administration Expenses	415,054	442,550	27,497
Facility Expenses	847,165	1,005,321	158,156

	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
<b>Accommodation Expenses</b>	3,613,751	3,827,736	213,986
<b>Other Accommodation - NOI</b>	175,735	162,398	338,133
<b>Net Operating Income</b>	<b>847,937</b>	<b>1,305,998</b>	<b>458,060</b>
Capital Reserve	138,853	0	(138,853)
<b>Net Income (Loss)</b>	<b>986,790</b>	<b>1,305,998</b>	<b>319,207</b>

## Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is favorable (\$812K) mainly due to higher level of care funding (\$21K), higher pay equity funding (\$26K), higher miscellaneous funding (\$4K), higher pandemic funding (\$439K), higher pandemic wage premium funding (\$461K); offset by lower BSO funding (\$113K), lower high intensity claims (\$18K), lower MDS RAI (\$1K), and lower falls prevention funding (\$7K).

Pandemic: Year to Date Pandemic net impact is \$0 (\$439K total labour and supplies spending offset by \$439K funding revenue).

Nursing Expenses – Direct: YTD are unfavorable (\$870K) mainly due higher RPN wages (\$19K), higher PSW wages (\$264K), higher agency wages (\$160K), higher pandemic labour (\$311K), higher pandemic wage premium (\$449K), higher IPAC personnel and training wages (\$18K); offset by lower RN wages (\$150K), lower benefits (\$8K), lower BSO wages (\$157K), and lower MDS RAI (\$35K).

Nursing Expenses – Administration: YTD are favorable (\$103K) mainly due to lower wages (\$18K), lower MDS RAI (\$14K), lower benefits (\$30K), lower computer expenses (\$8K), lower falls prevention equipment (\$7K), lower high intensity costs (\$18K), lower incontinent supplies (\$8K), lower medical supplies (\$117K), lower recovered costs (\$31K), lower staff costs (\$1K); offset by higher pandemic expenses (\$128K), higher pandemic agency wage premium (\$11K), higher IT allocations (\$2K), higher equipment expenses (\$4K), higher physician on call (\$1K), and higher travel expenses (\$3K).

Program Revenue: YTD Program is favorable (\$1K) mainly due to higher pay equity funding (\$1K).

Program Expenses: YTD Program expenses are favorable (\$73K) mainly due to lower wages (\$32K), lower benefits (\$15K), lower IT allocation (\$2K), lower equipment

expenses (\$2K), lower physio (\$3K), lower purchased services (\$2K), lower supplies (\$12K), lower staff costs (\$1K), and lower transportation costs (\$1K).

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

Food Expenses: YTD Food expense is unfavorable (\$4K)

Accommodation Revenue: YTD revenue is favorable (\$124K) mainly due to higher pay equity (\$8K), higher basic accommodation (\$12K), higher minor capital funding (\$101K), higher IPAC minor capital funding (\$11K), higher miscellaneous income (\$33K); offset by lower preferred accommodation (\$23K), lower prior period reconciliation (\$15K), lower donations revenue (\$1K), and lower other income from haircare (\$2K). Dietary Expenses: YTD Dietary expenses

Housekeeping Expenses: YTD Housekeeping expenses unfavorable (\$10K) mainly due to higher wages (\$26K), higher supplies (\$2K); offset by lower benefits (\$11K), lower chemical and cleaning supplies (\$2K), and lower equipment expenses (\$4K). 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).

Laundry Expenses: YTD expenses are unfavorable (\$3K) mainly due to higher wages (\$10K), higher benefits (\$1K); offset by lower bedding & linen (\$3K), and lower equipment expenses (\$5K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$51K) mainly due to lower benefits (\$4K), lower alarm expenses (\$4K), lower building repair (\$13K), lower electrical expenses (\$7K), lower equipment expenses (\$17K), lower fire system (\$3K), lower grease trap cleaning (\$1K), lower generator (\$10K), lower heating and air-conditioning (\$7K), lower landscaping and snow removal (\$7K), lower painting and decorating (\$4K), lower pest control (\$2K), lower supplies (\$5K); offset by higher wages (\$3K), higher chemical supplies (\$5K), higher elevator expenses (\$1K), higher IPAC minor capital equipment (\$11K), higher contracted services (\$2K), and higher plumbing (\$10K).

Administration Expenses: YTD Administration are favorable (\$27K) mainly due to lower wages (\$50K), lower bad debt expense (\$13K), lower collection costs (\$1K), lower communication (\$2K), lower IT allocations (\$7K), lower computer expense (\$10K), lower postage and courier (\$3K), lower professional fees (\$43K), lower purchased services (\$32K), lower supplies (\$11K), lower travel (\$2K); offset by higher benefits (\$17K), higher equipment expenses (\$118K), higher promotion expenses (\$1K), higher payroll service charges (\$7K), and higher staff costs (\$3K).

Facility Expenses: YTD Facility expenses are favorable (\$158K) mainly due to lower gas (\$9K), lower hydro (\$142K), lower water and sewage (\$10K); offset by higher cable (\$2K), and higher management fees (\$1K).

**Table 2: Year to Date Capital Expenses: November 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	\$40,000.00	\$35,000.00
Dining Room Chairs	\$5,000	\$6,000.00
Resident Room Furniture	On hold	\$15,000.00
Lifts	Ordered	\$35,000.00
Hand Held Devices for PSW's	Ordered	\$4,000.00
Generator Fuel Tank	\$40,000.00	\$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>2020 Q1 Current Performance</b>	<b>Target</b>
Antipsychotic medications	21.4	18.4
New Stage 2-4 pressure ulcers	5.0	5.70
Worsened stage 2-4 pressure ulcers	4.00	3.30
Has fallen	21.30	16.2
Daily physical restraints	3.80	3.30
Has pain	3.50	4.50
Worsened pain	6.9	9.90
Resident Satisfaction	92.00	94.00
Percentage of complaints received by a LTCH that were acknowledged to the individual who made a complaint within 10 business days.	100	100
Transfers to Emergency department (note Q1-Q4 2019)	29.70	21.90

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

## **Scorecard: People**

### **Employee Engagement Survey**

- 29 team members in November were recognized by residents and peers through the Spot A Star program.
- 15 team members in November were recognized by residents and peers through the Spot A Star program.

### **Sienna Support Services Updates**

Sienna Partner Visits:

- VP LTC Regional Operations – December 10, 2020

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

- Nothing to report

## **Long Term Care Update**

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

- 89.40% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 1 move ins and 3 discharges

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

No inspections

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

Verbal complaint received from a family member who felt that the resident's hair cut was shorter on one side compared to the other. Complaint resolved.

Verbal complaint received from a resident as co-residents wander into room. Resident felt pain was not managed effectively. Resident unable to open window as window was secure. Complaint resolved.

## **Compliments Summary**

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

Many 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**

Annual Resident and Family Satisfaction Survey for residents and families was completed from November 25 to December 9, 2020. Awaiting results

Virtual town hall held on November 25 and December 30

## **Resident/Family Council Updates**

Family Council president hosts monthly virtual meetings the 1<sup>st</sup> Wednesday of each month.

## **Emergency Preparedness and Environmental concerns**

Code Red drills were held on all three (3) shifts in November and December 2020.

All emergency code drills were completed on every shift in 2020.



## Memorandum - 001

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**Date:** January 18, 2021  
**To:** Victoria Manor Committee of Management  
**From:** Rod Sutherland, Director of Human Services  
**Re:** Correspondence from Janet Vanderveen

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The attached emails (Attachment A) from Janet Vanderveen are provided to the Committee for information and review. As a number of emails were received, they have been listed in chronological order.

Some sections have been redacted to remove potentially identifiable individuals.

Attachment A: Email correspondence with Janet Vanderveen

Attachment A: Email correspondence with Janet Vanderveen

1. ----- Forwarded message -----

From: Janet Vanderveen

Date: Fri, Jan 1, 2021 at 10:00 AM

Subject: Essential Caregivers in Long Term Care

To: Pam Kulas <[pkulas@kawarthalakes.ca](mailto:pkulas@kawarthalakes.ca)<mailto:[pkulas@kawarthalakes.ca](mailto:pkulas@kawarthalakes.ca)>>, <[laurie.scottco@pc.ola.org](mailto:laurie.scottco@pc.ola.org)<mailto:[laurie.scottco@pc.ola.org](mailto:laurie.scottco@pc.ola.org)>>, <[christine.elliott@pc.ola.org](mailto:christine.elliott@pc.ola.org)<mailto:[christine.elliott@pc.ola.org](mailto:christine.elliott@pc.ola.org)>>, <[torontotips@cbc.ca](mailto:torontotips@cbc.ca)<mailto:[torontotips@cbc.ca](mailto:torontotips@cbc.ca)>>, <[city@thestar.ca](mailto:city@thestar.ca)<mailto:[city@thestar.ca](mailto:city@thestar.ca)>>, <[tarmstrong-qp@ndp.on.ca](mailto:tarmstrong-qp@ndp.on.ca)<mailto:[tarmstrong-qp@ndp.on.ca](mailto:tarmstrong-qp@ndp.on.ca)>>, <[fgelinas-qp@ndp.on.ca](mailto:fgelinas-qp@ndp.on.ca)<mailto:[fgelinas-qp@ndp.on.ca](mailto:fgelinas-qp@ndp.on.ca)>>, <[merrilee.fullerton@ontario.ca](mailto:merrilee.fullerton@ontario.ca)<mailto:[merrilee.fullerton@ontario.ca](mailto:merrilee.fullerton@ontario.ca)>>

Hello,

I ask that Pam Kulas forward this email to the CEO of Sienna Living, Nintin Jain as I was unable to locate his email. I have copied CBC News, the Toronto Star in this email and will be copying it into an online form to TVO.

██████████ is a resident at Victoria Manor in Lindsay, a home owned by the City of Kawartha Lakes and managed by Sienna Living. As my family and I plan and prepare for the possibility of an outbreak at Victoria Manor and assume a greater role as essential caregivers we reflect on the shameful situation of Long Term Care in Ontario. A for profit company Sienna is profiting and understaffing while families and friends are being asked to take the role of employees. Our family has cared for my terminally ill ██████████ at home, cared for my parents to the best of our ability the past six years and done so at personal cost to our health. We have experienced the inadequacies of the health care system in caring for elders extensively and in more ways than I care to list here. Now we are being asked to care for and feed ██████████ if there is a COVID outbreak, and we will do it to the best of our ability. Will ██████████ be compensated for the fees she pays in long term care if her family takes a care role?

What I would like those in receipt of this email to understand is that none of your posturing, excuses or finger pointing will alleviate my disappointment and frustration in a system that shows such little consideration for our elders. The system needs to change, companies profiting while elderly people suffer underserved is untenable. We are actively engaged in the care of ██████████, so many elders do not have that support and suffer needlessly in a grossly underfunded system that puts profit before people.

We have watched horrific stories unfold in long term care during this pandemic and will do what we can to prevent ██████████ becoming part of one of those horrific stories. If the health care system properly supported home care and had capacity for someone to go to hospital or return to Long Term Care if needed we would consider that alternative but we have experienced first hand grossly inadequate home care and a parent pushed out of hospital to die in Long Term Care less than two days later. The hospital later apologized for their poor judgement and lack of compassion.

Thank you for taking time to read and consider my email. Please consider taking action to change the sad state of eldercare in Ontario.

I look forward to your response and what action you will be taking.

Janet Vanderveen

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2. From: Janet Vanderveen  
Sent: January 1, 2021 11:35 AM  
To: Tracy Richardson<mailto:[trichardson@kawarthalakes.ca](mailto:trichardson@kawarthalakes.ca)>  
Subject: Fwd: Essential Caregivers in Long Term Care

Hi Tracey,

I am forwarding an email I sent today after being informed that City of Kawartha Lakes staff have been forwarded my email. I wanted to make you aware of my concerns as my local representative in City government. The City of Kawartha Lakes owns Victoria Manor and provides funding so of course I should have thought to add City staff other than one of the management staff, Holly Speedie that I forwarded it to after sending.

As a family we are pleased to be able to support [REDACTED] in whatever way we can including caregiving in the case of an outbreak, but I find it outrageous that a profitable company like Sienna asks family to assume employee roles rather than go to the expense of providing adequate care. Yes, we are in exceptional circumstances but the inadequate care of our elders must be reckoned with, if not now, when? As a family we have provided care for elderly family members, we have also seen them suffer because of an inadequate health care system. We have had to repeatedly advocate at length and in absurd situations where health care providers tried to convince us dying elders were more healthy and capable than they were. This has not been our experience at Victoria Manor however I have found I have to advocate and follow up to ensure that [REDACTED] health concerns are adequately dealt with at Victoria Manor. This is a criticism of a system that is underfunded and understaffed resulting in staff not having time to adequately address individual needs. I have reached a tipping point and found through planning to fulfill the essential caregiver role in case of an outbreak, providing care and meals to [REDACTED] I can no longer be silent and tolerate the inadequacies in eldercare in Ontario.

Janet Vanderveen

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3. **Forwarded from:**

**From:** Tracy Richardson <[trichardson@kawarthalakes.ca](mailto:trichardson@kawarthalakes.ca)>

**Sent:** Sunday, January 3, 2021 4:53 PM

**To:** Rod Sutherland <[rsutherland@kawarthalakes.ca](mailto:rsutherland@kawarthalakes.ca)>

**Subject:** FW: Essential Caregivers in Long Term Care

Hi Tracy,

Thank you for your kind response. My concerns have been forwarded to appropriate management staff at the City of Kawartha Lakes. I have had a conversation with Pam Kulas, Administrator of Victoria Manor. It may assist you to have some background information. I do not want to be an alarmist or become a news story but in my past advocacy experience I have found including media garners a more thorough response. I have reached a tipping point in my frustration with the lack of support for Long Term Care.

We live in a province where profit is held above adequate care. We have heard the news stories about outbreaks and the devastation they have wreaked in Long Term Care homes. Victoria Manor has been managed well to date but if there were a widespread outbreak I do not believe they have the capacity to address it well. As it is, I believe there is not enough time and attention given to individual needs, and that is not from a lack of care or concern at Victoria Manor, it comes down to inadequate funding for eldercare. [REDACTED] has had a rapid decline in health over the past two years, her capacity lessens and her need for care increased dramatically at a time when we could not visit her and assist with her care. She, as I am sure many others have, suffered and paid a high cost for their isolation during the first lockdown. [REDACTED] lost the ability to communicate well during the initial lockdown, now we do not understand most of what she says and if we stimulate her with song, happy news or a closed question on occasion we do get a response we can understand. She lost the ability to walk during the initial lockdown, her legs no longer support her and she is in a wheelchair. She now requires more observation and is at risk for aspirating food and fluids. She has had numerous falls this year, some of them out of her wheelchair. This leads us to believe if there is an outbreak in her unit and greater demands on staff we must be there to assist as much as possible and I have spent the last few weeks communicating with my family to garner support to help. It is challenging when the government only allows two essential care givers. It concerns me we will have to choose between burnout and her care.

For profit care in Ontario must end, it has failed us in countless ways. A lack of adequate response from our governments is failing us as well. It would be different if Sienna Living were not profiting as they provide inadequate funds for care, if frontline workers in Long Term Care were paid an adequate wage and given benefits, if there was adequate staffing to serve the needs of residents, if adjustments to care hours could change as needs for care grow. I could go on with this but I shall end here.

Thank you for taking time to read and consider my email.

Best regards, Janet

4. **From:** Rod Sutherland  
**Sent:** Monday, January 4, 2021 10:35 AM  
**To:** Janet Vanderveen  
**Cc:** Tracy Richardson <trichardson@kawarthalakes.ca>; Doug Elmslie <delmslie@kawarthalakes.ca>  
**Subject:** RE: Essential Caregivers in Long Term Care

Hello Ms. Vanderveen,

My name is Rod Sutherland and I am the Director of Human Services with the City of Kawartha Lakes, which includes Victoria Manor.

You may well be aware of this already but I'll give a bit of background on the overall management of the home. The City contracts with Sienna Senior Living (since 2011) for management services. Pam Kulas, the administrator of the home, is an employee of Sienna Senior Living, but reports to both Sienna and me as the direct City staff connection. Victoria Manor remains owned by the City and all other staff of the home, other than Pam, remain City employees and receive all associated wages and benefits under the respective Collective Agreements between their union and the City.

The day to day operations of the home are managed by Pam as the Administrator. The City maintains overall decision-making authority in the areas of the annual budget, organizational chart, and home structure. While the provincial funding formula determines the provincial funding for the home, it is the City that determines if additional municipal tax-supported funding will supplement the home. All funding and operating agreements for the home are the responsibility of the City, and are executed by the City with the province.

As the owner of the home, the City is also required under Ontario's Long Term Care Homes Act to have a Committee of Management, comprised of City Councillors, to oversee operations. Three City Councillors, currently Doug Elmslie, Kathleen Seymour-Fagan and Pat O'Reilly, fulfil that role. I've copied Councillor Elmslie on this email as well so he is aware of your concerns.

The pandemic has had devastating effects, in particular in long term care homes as you've experienced firsthand. The role of family members in supporting the care of their loved one has always been significant. The need for the provincial restrictions for the 'essential care giver' role is based on protecting resident's physical health, but the impacts on overall well-being are evident as you mentioned with the isolation.

The broader system issues that you raise, including care levels, appropriate funding and staffing are getting increased attention as they should. These aren't all new issues with the pandemic however. They've been raised and advocated for many years through various associations, unions, municipalities and families. The renewed attention to systemic change that the province is indicating now is very welcome and could result in significant reform. The issues of staffing levels and wages, and minimum hours of care are key areas that have been noted to address. Efforts and advocacy to support and accelerate this change, whether by individuals such as yourself, by municipalities or other associations, will be key to its success.

The City has been and I believe will continue to support these efforts. The City is part of the 13-member Eastern Ontario Warden's Caucus (EOWC), representing 13 Counties and City's in Eastern Ontario. The EOWC, of which Mayor Andy Letham is currently Chair, is in the midst of a review of municipal long term care homes in the region to support recommendations and review by the province. As staff, I will continue to recommend support for system reform to the Committee of Management and City Council. I also encourage you to continue your advocacy, for [REDACTED] and for all residents.

If there is any support I can provide or if I can assist in any other way, please let me know. I am currently not working from the office most days but am available by email or telephone.

Regards,  
Rod

Rod Sutherland  
Director  
Human Services Department, City of Kawartha Lakes  
705-324-9870 ext. 3206

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5. From: Janet Vanderveen  
**Sent:** Monday, January 4, 2021 1:11 PM  
**To:** Rod Sutherland <[rsutherland@kawarthalakes.ca](mailto:rsutherland@kawarthalakes.ca)>  
**Cc:** Tracy Richardson <[trichardson@kawarthalakes.ca](mailto:trichardson@kawarthalakes.ca)>; Doug Elmslie <[delmslie@kawarthalakes.ca](mailto:delmslie@kawarthalakes.ca)>  
**Subject:** Re: Essential Caregivers in Long Term Care

Dear Mr Sutherland,

Thank you for your informative response. As you may imagine I am trying to piece together the various roles of those involved in the management of Victoria Manor and where best to apply pressure to avoid the burnout that will surely come to myself and my sister as essential caregivers should [REDACTED] unit have a COVID outbreak. I am experiencing burnout just trying to prepare for it and that brought me to writing my email. This task of sorting and follow up is worsening the side effects I am experiencing caused by cancer treatment.

I am aware that the sad state of eldercare in Ontario has existed for some time. The tragedy that my grandparents experiences of Long Term Care in the 1980s parallels [REDACTED] current experience of Long Term Care at this time is something I have reflected on for some time. I have been an advocate and actively participated in [REDACTED] treatment and the years following while I dealt with my own health concerns and the only experience in adequate care, without struggle, that we have received was through the CCAC GAIN program.

You mention that the City "determines if additional municipal tax-supported funding will supplement the home". Two Councillors have been copied on this email and I would appreciate hearing what actions they will take. How can I best advocate for increased funding from the City and in turn the province to provide adequate care in Victoria Manor and other Long Term Care homes? I have forwarded my original email to CARP and to the Independent Long Term Care COVID 19 Commission.

What I am looking for immediately is a better plan in place if an outbreak were to occur so there is not a greater cost to the health care system and a greater personal cost for those burdened with trying to provide adequate care in a system that provides neither funds nor resources to do so adequately. No doubt the stress and inability to provide adequate care is already an issue for management, staff, essential caregivers and their families and friends. If you can provide any insight

into what could bring about a better approach to an outbreak response I am interested. Can I access current emergency plans that are in place in case of an outbreak at Victoria Manor? Who do I consult for that information?

To date I have been pleased with the responsiveness of Pam Kulas and she is working with me and other staff to address a number of concerns around [REDACTED] care over the past year. The last month has been particularly challenging to get some health issues for [REDACTED] resolved and this has made me realize we will have to be with her for every meal and throughout the day during an outbreak when staff will have even more demands. [REDACTED] takes 45 minutes or more to eat a meal and is at risk for aspiration. I cannot drive because of my own health issues caused by cancer treatment and we live half an hour away from her. In planning in case of an outbreak we realized I will have to go for the day through the week and my sister who works full time, and lives in Aurora, would have to be with her throughout the day on weekends. We need six essential caregivers for her to prevent burnout and if a prolonged outbreak were to occur we would need more. This situation is unacceptable.

Thank you for the advocacy and work that you and other City staff have done to bring attention to the points I am concerned about.

I am sure you deal with many concerns beyond my imagining during this unique and challenging time.

All the best to you and your colleagues,

Janet Vanderveen

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6. **From:** Janet Vanderveen

**Sent:** Wednesday, January 6, 2021 7:05 AM

**To:** Rod Sutherland <rsutherland@kawarthalakes.ca>

**Cc:** Tracy Richardson <trichardson@kawarthalakes.ca>; Doug Elmslie <delmslie@kawarthalakes.ca>; mtully@mykawartha.com; editor@kawarthanow.com; info@thepromoter.ca

**Subject:** Re: Essential Caregivers in Long Term Care

Good morning,

Mr Elmslie in my correspondence about Victoria Manor and the potential catastrophe of a COVID outbreak at the home I have not had a response from you but I ask that you consider the following when you deliberate your recommendations at the Committee of Management meeting for Victoria Manor on January 18,

The Toronto Star is calling Long Term Care a humanitarian crisis,

<https://www.thestar.com/opinion/editorials/2020/12/30/enough-is-enough-we-demand-change-to-the-inhumane-tragedy-playing-out-in-ontarios-long-term-care-homes.html>

A recent CBC story highlighted many of the issues around Long Term Care that I have discussed with Victoria Manor administration and City of Kawartha Lakes staff,

<https://www.cbc.ca/player/play/1840788035517>

I appreciate the offer of having the concerns that I have emailed read at the Committee meeting. I am interested to know what your thoughts are, how will you support the residents and staff at Victoria Manor when you make your budgetary recommendations to Council? What will you do to prevent what happened in other Ontario homes from happening at Victoria Manor? Will a report on what transpires at the meeting be publicly available?

As a side note as of January 4 Essential Care givers for Victoria Manor will require a COVID test every five days in order to see their loved ones seven days a week. Ross Memorial Hospital offers testing Monday to Friday only. If Victoria Manor were to have a COVID outbreak we would be unable to assist [REDACTED] seven days a week as we intend to unless we are able to go to other areas to have testing done and that is if they have the capacity. This is not a good choice to make during a lockdown.

I realize that the government of Ontario is to blame for the current Long Term Care crisis. I realize City staff have advocated at length for Long Term Care support from the Ontario government. I realize the staff and management of Victoria Manor are doing their best in an untenable situation. I ask that you and your Management Committee do your best to support Victoria Manor residents, staff and the families and friends of residents, and make budgetary recommendations that will support Victoria Manor at this crucial time.

Thank you for your consideration.  
Janet Vanderveen

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7. **From:** Doug Elmslie <delmslie@kawarthalakes.ca>  
**Sent:** Wednesday, January 6, 2021 12:44 PM  
**To:** Janet Vanderveen  
**Cc:** Rod Sutherland <rsutherland@kawarthalakes.ca>; Tracy Richardson <trichardson@kawarthalakes.ca>; Doug Elmslie <delmslie@kawarthalakes.ca>; mtully@mykawartha.com; editor@kawarthanow.com; info@thepromoter.ca  
**Subject:** Re: Essential Caregivers in Long Term Care

Thank you for your e-mails, I have been keeping abreast of your correspondence and the responses from Rod Sutherland. As Director of Human Services he is in the best position to address your questions and concerns and respond to you, so I chose not to weigh in and muddy the waters. I will respond to some of the questions you have directed to me, and may have to get back to you on others.

As you correctly point out testing issues have been resolved, so that relieves one worry. Your correspondence will be addressed in Open Session so a record will be available, my delay in responding to you, was because we had to check whether the e-mails and responses needed to be looked at in Closed Session.



Council has always supported Victoria Manor at a higher level than the Provincial funding provided. Right back to 2012 when the decision was made to outsource the management of the Manor, because, quite frankly, the municipality couldn't keep staff, or administrators, and generally were not experts at running a long term care home. That decision has cost money, but is one of the best decisions we could have made, and Council continues to be supportive. In addition the Municipality has added money to the food envelope, which allows fresh fruit and vegetables all year round, and also provides a higher more nutritious quality of food. When the Manor required capital upgrades, council voted to loan the Manor the money, almost one million dollars, at last year's budget meeting that loan was forgiven in it's entirety. Also as a result of a Provincial Arbitrators ruling, Victoria Manor is the only long term care home in the Province that is required to have two RN's on every shift, the additional cost of doing this is entirely borne by the Municipality. I am confident that Council will continue to support Victoria Manor and it's needs to the best of our ability, in order to keep it a safe and well managed facility.

I don't think anyone can guarantee that we will never have a case of Covid in Victoria Manor, but I know our staff is working diligently to make sure that doesn't occur, and will continue to do so. The Board in it's governance role, is very supportive of staff and their recommendations, and will continue to do so, even after this pandemic ceases to be an issue.

I believe I have responded to all your items, other than the comments on the Provincial Government, and I choose to say nothing on that subject.

Best Regards

Doug Elmslie

Chair Victoria Manor, Board of Management

Councillor Ward 3

City of Kawartha Lakes



## Memorandum - 002

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**Date:** January 18, 2021  
**To:** Victoria Manor Committee of Management  
**From:** Pam Kulas, Executive Director  
**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.

Attachment 1 – Family Communication Newsletter Nov 12, 2020  
Attachment 2 – Family Communication Newsletter Nov 16, 2020  
Attachment 3 – Family Communication Newsletter Dec 10, 2020



# Victoria Manor Connection

Issued November 12, 2020

Dear Residents, Families and Friends,

As the Ontario Government works to manage the second wave of COVID-19, we must keep in mind the impact that social gatherings are having on the spread of the virus. It is more important than ever to follow public health guidelines, including limiting our social interactions and outings. While it can be difficult not seeing our family and friends, this is a key step in reducing the spread of COVID-19. We encourage you to stay informed about the Provincial Government's [COVID-19 Response Framework](#), which will help you make responsible choices and better understand the health measures put in place in your Public Health Region.

At Victoria Manor, we remain diligent with our infection prevention and control practices and as cases rise, we are committed to keeping you informed. Some of you may already be familiar with our automated phone calls that provide updates regarding your loved ones' care community. While we use this method for various types of announcements, it has become a great tool during this pandemic. By using automated phone calls we can quickly and efficiently communicate with residents' families about a COVID-19 outbreak and it allows our team to focus their efforts on keeping residents safe.

We have recently refreshed our <https://www.kawarthalakes.ca/en/living-here/daily-activities.aspx> webpage to make it easier to navigate to the information that is important to you. Sienna also has some dedicated family resources you may find helpful, including a [Family Wellness Webinar Series](#), offered in partnership with Morneau Shepell. With the added stress of COVID-19, taking care of yourself while you are caring for others is essential.

As always, we are here to help support you through these extraordinary times.

**Victoria Manor is currently NOT in Outbreak**  
Information accurate as of November 9, 2020

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

## Health and wellbeing

As a reminder, we have implemented provincial directives along with extra precautions to provide the best possible protection for residents, team members and families. These important measures have been informed by our medical experts and are part of our commitment to reducing unnecessary risk. The following protocols are currently in place as it relates to visitation and resident outings:

- **Visitors** – No general visitors are permitted at this time. Only one designated essential caregiver per resident will be permitted at a time, with a maximum of 2 designated essential caregivers.
- **Absences/Outings** – Only absences for medical or compassionate reasons will be allowed. If a resident does choose to leave, upon their return the team may implement any precautions that would be necessary to protect everyone at that residence, including a 14-day isolation.

## Resident & Family Satisfaction Survey

We are excited to invite you to complete our upcoming annual survey about your experience and level of satisfaction with our care and services. Each year, we engage a third party consulting firm to manage this process, ensuring you have the freedom to comment openly and anonymously.

Look for your survey to arrive in the mail by **November 25** and be sure to submit your response by **December 9**. You will have the option to complete the survey online or fill out a paper copy and drop it in the mail – it takes just 10-15 minutes to complete.

Your input really matters – please let us know how we're doing by completing the survey next month.

## How to stay safe

In the Provincial Government's [COVID-19 Response Framework](#), they have identified several risk factors that help drive the transmission of COVID-19. Close contact is identified as the highest risk, along with other factors such as: closed spaces, crowded places, prolonged exposure and forceful exhalation. Limiting these risks is critical to keeping Ontario open and safe.

It is important to make the right decisions about the activities you choose to undertake, especially if you continue to visit your loved one as an essential caregiver. The activity outside of the care community may put you, your loved ones and team members at risk.

Check out the simple guideline to some everyday activities and the level of risk they may pose at the *end of this newsletter*.

## Memorable moments

Residents throughout the home are enjoying our recently purchased dry erase colouring boards. Colouring has therapeutic potential to reduce anxiety, create focus and bring about mindfulness. Like meditation, colouring allows the brain to switch off other thoughts and focus on the task at hand.



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).

Sincerely,

Pamela Kulas, Executive Director

# How to stay safe during COVID-19

Please note that these activities are ranked based on participants following currently recommended safety protocols when possible.

Check this list to ensure you are not participating in high risk activities in your community. Stay safe and help us keep COVID-19 out of our communities.

*Sienna*  
SENIOR LIVING

LOW  
RISK

- Opening the mail
- Getting restaurant takeout
- Pumping gasoline
- Playing tennis
- Going camping
- Grocery shopping
- Going for a walk, run, or bike ride with others
- Playing golf
- Staying at a hotel for two nights
- Sitting in a doctor's waiting room
- Going to a library or museum
- Eating in a restaurant (outside)
- Walking in a busy downtown
- Spending an hour at a playground
- Having dinner at someone else's house
- Attending a backyard barbecue
- Going to a beach
- Shopping at a mall
- Sending kids to school, camp, or day care
- Working a week in an office building
- Swimming in a public pool
- Visiting an elderly relative or friend in their home
- Going to a hair salon or barbershop
- Eating in a restaurant (inside)
- Attending a wedding or funeral
- Traveling by plane
- Playing basketball
- Playing football
- Hugging or shaking hands when greeting a friend
- Eating at a buffet
- Working out at a gym
- Going to an amusement park
- Going to a movie theater
- Attending a large music concert
- Going to a sports stadium
- Attending a religious service with 500+ worshippers
- Going to a bar

HIGH  
RISK



*Please join us for a*

## **Victoria Manor** **Family Member Virtual Town Hall**

Wednesday November 25<sup>th</sup>  
6:30 pm to 7:15 pm

We will provide you with updates regarding clinical and operational processes, and also invite you to ask questions.

### **INSTRUCTIONS FOR ATTENDING THE TOWN HALL**

#### **Access from a Computer (Recommended)**

1. Click the box below

**Join Virtual Town Hall**

#### **Access from a Phone**

1. Call: 16475580588
2. Insert Meeting ID: 923 2172 1449#
3. Passcode: 320413

### **INSTRUCTIONS FOR ASKING QUESTIONS**

#### **Ask Question in Advance:**

To ask a question, please click [HERE](#).

#### **Resident-Specific Questions:**

To maintain resident confidentiality/privacy, we will not be able to answer resident-specific questions during the Town Hall. Please direct all resident-specific questions to one of our registered team members at 705-324-3558 and follow the telephone prompts.



# Victoria Manor Connection

Issued November 26, 2020

Dear Residents, Families and Friends,

November is coming to an end and although we typically look forward to the festivities that take place in the month of December, we know that the holidays will be quite a bit different this year. While planning holiday celebrations, it is important to keep things in perspective. Scaling back gatherings to include only those from your immediate household and hosting virtual dinner parties are just a couple of ways we can do our part in limiting the spread of COVID-19. The more we do now to protect ourselves and each other from the virus, the sooner we can get back to spending time in the company of close friends and family.

The second wave of the pandemic is impacting communities across Ontario with varying levels of severity. In response to the rapid increase in COVID-19 cases, the Provincial Government is updating the [COVID-19 Response Framework](#), by lowering the threshold for each level in the framework. As we move into the holiday season, we urge you to closely follow the recommendations and guidelines within your Public Health Region to limit COVID-19 transmission.

We understand that physical distancing and the limitations on family visits can be difficult for residents. Our team members are doing their absolute best to bring comfort and compassion to residents to help them cope during this challenging time. We have many programs developed to engage and entertain residents while following safety protocols. Please feel free to ask about specific programs your loved one is participating in.

**Victoria Manor is currently NOT in Outbreak**  
Information accurate as of November 23, 2020

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

## Health and wellbeing

As a reminder, we have implemented provincial directives along with extra precautions to provide the best possible protection for residents, team members and families.

**Essential Caregivers:** we continue to allow only one designated essential caregiver per resident at a time, with a maximum of 2 designated essential caregivers. All essential caregivers must be 18 years of age and need to connect with our team before beginning visits for a comprehensive PPE, hand hygiene, and social distancing training.

For clarity, Essential caregivers are designated by the resident/substitute decision maker to provide caregiver support, such as meal assistance, social support, meaningful connections, rational continuity, and decision-making. We appreciate the help and support you are providing to your loved ones and your ongoing support and adherence to all infection prevention and control practices we have in place.



## Resident Christmas Gifts

Thank you to all the family members who have reached out to ask questions regarding bringing in Christmas gifts for your loved ones. We have had an opportunity to discuss and develop a process for accepting gifts into the home.

### **New Unwrapped Items:**

- Please feel free to drop off in any brand new items into the vestibule that are in the original packaging and are able to be wiped down.
- Please ensure to label the item with the name of your loved one, home area and room number.
- The screeners will wipe down the items with disinfectant and deliver to the resident once cleaned.

### **Items in Christmas Wrapping/Gift Bags:**

- Please feel free to drop off any wrapped gifts into the vestibule.
- Please ensure to label the item with the name of your loved one, home area and room number.
- These items will be quarantined for 72 hours and then delivered to the resident.

Please consider dropping Christmas gifts off closer to the date that you would like the resident to receive them.

**The last day we will be delivering gifts brought in by family members is December 24th. To ensure that your family member receives their gift before Christmas please drop off items by December 20th.**

**Note: We are unable to accept packages with food items.**

## Resident & Family Satisfaction Survey

We are excited to invite you to complete our upcoming annual survey about your experience and level of satisfaction with our care and services. Each year, we engage a third party consulting firm to manage this process, ensuring you have the freedom to comment openly and anonymously.

Look for your survey to arrive in the mail by **November 25** and be sure to submit your response by **December 9**. You will have the option to complete the survey online or fill out a paper copy and drop it in the mail – it takes just 10-15 minutes to complete.

Your input really matters – please let us know how we're doing by completing the survey.



## How to stay safe

We all have a role in keeping each other safe. As you know, wearing a mask is one of the best ways to prevent the spread of COVID-19. For a mask to be effective, it must be worn and handled properly. According to Public Health Ontario, here are some guidelines to properly wear a mask:

- Before putting on your mask, wash your hands with soap and water for at least 15 seconds or use alcohol-based hand sanitizer.
- Secure the elastic loops of the mask around your ears. If your mask has strings, tie them securely behind your head.
- Cover your mouth and nose with the mask and make sure there are no gaps between your face and the mask.
- Do not touch the front of the mask while you wear it. Wash your hands with soap and water for at least 15 seconds or use alcohol-based hand sanitizer if you accidentally touch your mask.

And here are some DON'Ts of how to wear a mask:



## Memorable moments

Resident elves in Victoria House are hard at work preparing their home area for Christmas!



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).

Sincerely,

Pamela Kulas, Executive Director



# Victoria Manor Holiday Connection

Issued December 10, 2020

Dear Residents, Families and Friends,

December is officially here! With the winter season ahead, sometimes we find ourselves focused on the cold weather and long nights, however, winter is truly a beautiful time of year. We hope that you find ways to enjoy the season as Ontario transforms into a winter wonderland. With the holidays inching closer, it is hard to believe how much has happened over the last year. Canadians have pulled together in remarkable ways and we continue to learn as we manage the second wave of COVID-19.

This month, whether you are enjoying the snow, getting festive for the holidays or cozying up to the fireplace, we need to remain vigilant in our efforts to limit the spread of COVID-19. We will need to adjust our traditions, celebrate only with our households, and take advantage of the many virtual ways to connect with each other. Scaling back our gatherings and continuing to practice frequent hand hygiene, physical distancing, as well as wearing a mask, are some of the many ways we can keep each other safe this season.

In this special holiday edition of our Connections Newsletter, you will find some more helpful information and tips for celebrating the holidays safely this year. The Connections newsletter will resume the biweekly cadence in January 2021.

As a reminder, please see our [Victoria Manor webpage](#) where you can find information and tools to support you and your loved ones through COVID-19.

I want to thank everyone from our team at Victoria Manor, our residents and families, Public Health and hospital partners, for the hard work, dedication, support and understanding throughout this challenging year. Despite its challenges, our organization has grown from this experience and we continue to learn and focus on how we can improve. COVID-19 has changed a lot about the way we do things, but it does not change our commitment to you and your loved ones. As we enter into a new year, we will continue to apply everything we have learned to improve the resident and family experience and limit the spread of COVID-19. As we near the end of the year, may you find ways to celebrate safely and experience the joy of the holidays with your household. I hope that everyone enters 2021 happy, healthy and COVID-19 free!

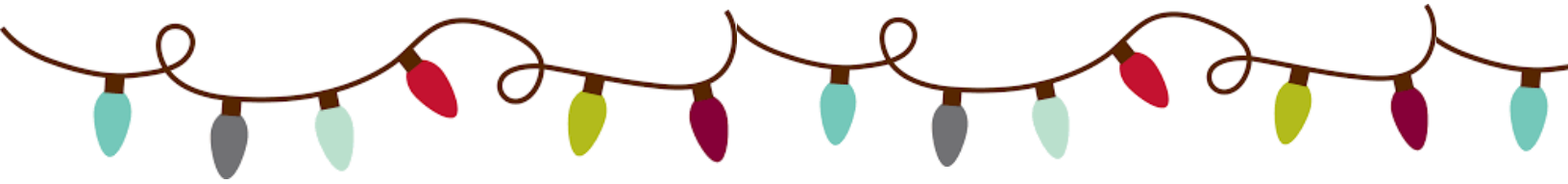
**Victoria Manor is currently not in Outbreak**  
Information accurate as of December 7, 2020

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

## Health and wellbeing

As a reminder, we have implemented provincial directives along with extra precautions to provide the best possible protection for residents, team members and families.

**Packages and Gifts:** This year, the holidays are going to look a lot different – both inside and outside of our care community. We know how challenging it is not to see your loved one in person and while we



adhere to a limit of just one essential caregiver at a time, please do keep in mind that the provincial government is urging all of us to limit contact to only those in their immediate household.

We will be decorating for the holidays in ways that support infection prevention and control measures. That includes using artificial trees and plants, and other decorations that can be sanitized. We will also ensure that all decorations are placed in areas that do not impede clinical care or our ability to maintain high-touch cleaning.

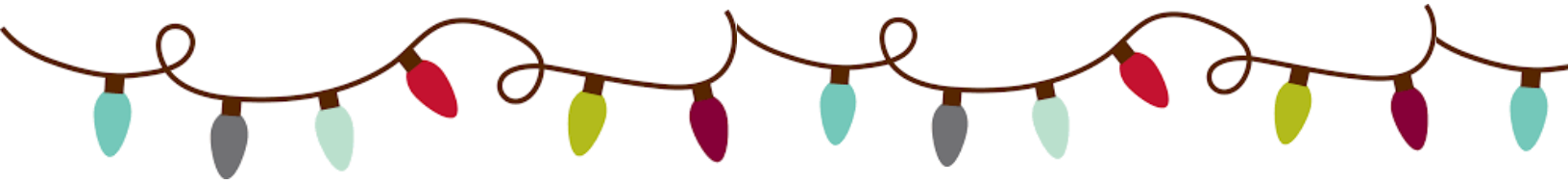
We will also do everything possible to help facilitate the safe delivery of packages, gifts or food to your loved ones over the holidays – and have developed a set of guidelines that has been reviewed by our medical and infection control experts at Sienna. We want to ensure that we are doing everything possible to bring holiday cheer to the residence while maintaining the highest infection control protocols.

Please refer to the following guidelines:

- **Gifts/parcels:**
  - All items must be labeled with the resident's name and room number.
  - We must follow all precautions and recommendations when accepting items. Parcels must be in containers/bags that can be cleaned and disinfected.
- **Food:**
  - Single serving container (example: shortbread cookies must be individually wrapped if intended to be shared, and if not shared, then can be in one container).
  - The container must be cleaned and disinfected on receipt.
  - Take-out food can be ordered and delivered but must be in container that can be cleaned and disinfected.
- **Decorations:**
  - Decorations are to be handled only by team members.
  - Please ensure any decorations follow Fire and Safety recommendations.
  - Low to no-touch decorations are preferred such as wall decorations, wreaths and posters.
  - Decorations will not be placed on high-touch or regularly cleaned surfaces.
  - High touch or tactile decorations should be avoided.
  - Decorations must not interfere with regular clinical or housekeeping duties and are not to obstruct clinical signs or access to personal protective equipment.
  - Any decorations affixed to walls or windows, including wall stickers and "clings," must not damage the paint or other finishes.
  - Outdoor decorations are permitted. Will maintain physical distancing when displaying.

**Essential Caregivers:** we continue to allow only one designated essential caregiver per resident at a time, with a maximum of 2 designated essential caregivers. All essential caregivers must be 18 years of age and need to connect with our team before beginning visits for a comprehensive PPE, hand hygiene, and social distancing training.





## Staying safe this holiday season

As we welcome December, we recognize the holidays will look a lot different this year. We have your festivities covered and are encouraging you to celebrate safely with the ***Safe Holiday Celebration Tips Poster*** shared at the end of this newsletter.

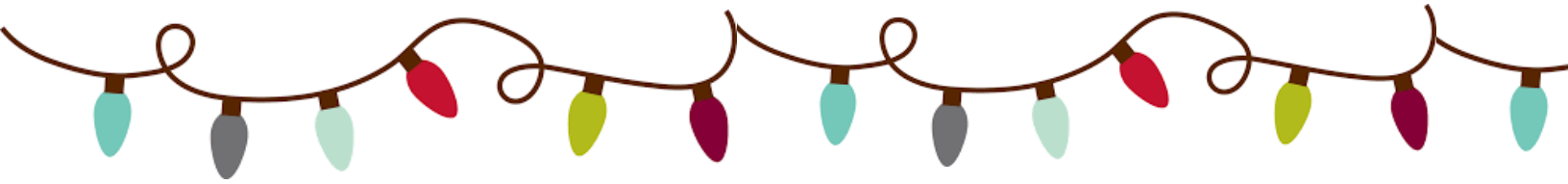
This month is a great time to pick up old hobbies or discover new ones, like baking a batch of your favourite holiday treats, joining an online book club, or working on a festive puzzle. In addition, don't forget about the power of technology, which can allow us to virtually visit our loved ones no matter how far apart they might be. Please do your part to stop the spread of COVID-19 this holiday season.

## Memorable moments

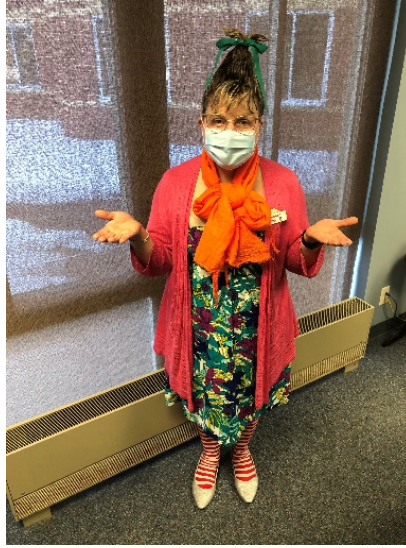
This month, team members and residents had fun wearing their favourite PJ's and Onesies all day for Pajama day!







Team members recently had fun dressing up as family members from Whoville!



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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).

Sincerely, Pamela Kulas, Executive Director





## Enjoy the Holiday by Celebrating Safely

The holidays will look a little (a lot) different this year. Not to worry! We have your festivities covered with these Safe Holiday Celebration Tips.

### **Wear a Festive Mask**

Light it up, make it sparkle, or bedazzle your way into the holidays by wearing a 3-layered mask at home when hosting or visiting others. While at work or visiting loved ones in care communities wear a medical mask.

### **Carpooling**

If you must carpool with others outside your household, aim for 1 passenger in the car, keep your masks on at all times, and practice hand hygiene before and after getting into the vehicle.

### **Drive-by Parade**

Go all out and organize a drive-by Holiday parade with homemade signs and streamers for your loved ones.

### **Joys of Family**

Remind reluctant family members that wearing a mask shows care and that it protects them and others from droplets that can transmit COVID-19.

### **Highlight Hygiene**

Frequently wash your hands with soap and water for at least 20 seconds or use an alcohol-based hand rub with at least 70% alcohol when soap and water aren't available.

### **Feast Smart!**

Host virtual gatherings over Zoom with family members and friends. Dropping off plated meals or treats for loved ones is a great alternative to stay connected. Remember to wear a mask when visiting loved ones.

### **Visiting Family**

Before you plan any visits or outside gatherings with family living in a retirement residence or long-term care facility, check-in with team members about visitor guidelines and options.

### **Deck the Halls**

Drive around town to look at holiday decorations. Don't forget the hot chocolate and snacks!

### **Spread the Holiday Love**

Send your holiday card online instead of through the mail, surprise family and friends with an animated video, or a pre-recorded song.

### **Safely Serve your Guests**

With clean hands, pre-plate your lunches, dinners and desserts to ensure people aren't handling serving dishes and cutlery.

### **Be Grateful!**

Share what you're grateful for while everyone eats their holiday dinners virtually or lights the candles on their menorahs.

### **Holiday Movie**

Visit a drive-in movie theatre to screen holiday movies.

### **Creative Connection**

Host a virtual holiday gathering or a trivia game via Zoom, or schedule a short outdoor porch visit, making sure physical distancing is followed. Remember to bring warm blankets and thermoses of hot chocolate.

### **See Santa!**

For those with children who will miss seeing Santa, check out **Virtual Santa** which allows you to schedule a shared virtual call with good old St. Nick.

### **Baked Holiday Treats**

We all love holiday treats! Deliver or bring all baked goods in containers that can be disinfected.

### **Stay Positive**

Stay positive by remembering all the things you can still do and put your energy into them.

### **Holiday Shopping and Gift Giving**

Try online shopping and packaging gifts in bags and boxes that can be disinfected. Also consider donating money to your favourite holiday charity or toy drive.

### **Sing and Shout!**

Sing Christmas carols together on a ZOOM call, and have a singing contest among your group. You never know who could surprise you with their operatic voice.

### **Go Virtual**

Look for online activities you can enjoy virtually with family and friends, like wreath-making, holiday baking, concerts and more.

### **Sick? Stay home**

If you have symptoms or have come into contact with someone who has COVID, stay home and monitor your health. You don't want to take a chance of infecting others, especially over the holidays.





*Please join us for a*

## **Victoria Manor** **Family Member Virtual Town Hall**

Wednesday December 30<sup>th</sup>  
6:30 pm to 7:15 pm

We will provide you with updates regarding clinical and operational processes, and also invite you to ask questions.

### **INSTRUCTIONS FOR ATTENDING THE TOWN HALL**

#### **Access from a Computer (Recommended)**

1. Click the box below

**Join Virtual Town Hall**

#### **Access from a Phone**

1. Call: 16475580588
2. Insert Meeting ID: 923 2172 1449 #
3. Passcode: 320413

### **INSTRUCTIONS FOR ASKING QUESTIONS**

#### **Ask Question in Advance:**

To ask a question, please click [HERE](#).

#### **Resident-Specific Questions:**

To maintain resident confidentiality/privacy, we will not be able to answer resident-specific questions during the Town Hall. Please direct all resident-specific questions to one of our registered team members at 705-324-3558 and follow the telephone prompts.



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

## **Victoria Manor Committee of Management**

### **Report VMC2021-001**

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**Meeting Date: January 18, 2021**

**Meeting Time: 1:00 PM**

**Meeting Place: Victoria Manor, 220 Angeline St. S., Lindsay (electronic participation only)**

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**Subject: Short-Stay Respite Care Bed Survey and Application**

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

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

**Resolved That** Report VMC2021-001, "Short-Stay Respite Care Bed Survey and Application", be received; and

**That** the Chair of the Committee of Management be authorized to sign the Short-Stay Respite Care Bed Survey and Application form, attached as Appendix A, for submission to the Local Health Integration Network.

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Director

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Other

**Background:**

Each year the City must apply to the Local Health Integration Network to participate in the Short-Stay Respite Care program.

**Rationale:**

The survey and application is required on an annual basis. Victoria Manor has two beds designated for Short-Stay beds. While they are not currently being used for this purpose during the pandemic, when circumstances permit they will be available.

**Attachments:**

Appendix A: Short-Stay Respite Care Bed Survey and Application

**Financial Considerations:**

With the approval of the application, the beds will be funded by the Ministry of Long Term Care. This funding is accounted for in the annual operating budget for the home.

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

## Appendix A

### 2021 SHORT-STAY RESPITE CARE BED APPLICATION AND SURVEY FORM

To: Central East LHIN

Attention: [Trudy.Tan@lhins.on.ca](mailto:Trudy.Tan@lhins.on.ca)

Due by: January 22, 2021

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**Note:** This survey is the formal application process for 2021 Short-Stay Respite Care Beds. LTC Homes wishing to operate/continue operating their existing Short-Stay Respite Care Beds must formally apply/reapply each year.

Name of the LTC Home: \_\_\_Victoria Manor Home for the Aged\_\_\_\_\_

**1a.** Were you approved for short-stay respite care beds in 2020? Yes ☒ No ☐

**1b.** If yes, how many respite beds were approved in 2020? \_\_\_2\_\_\_\_\_

**1c.** If yes, how many actual resident days did you have for these beds for the following 12-month period (broken down by quarter):

Q4 – 2019      October 1 to December 31, 2019:      \_\_\_\_\_77\_\_\_\_\_

Q1 – 2020      January 1 to March 31, 2020:      \_\_\_\_\_52\_\_\_\_\_

Q2 – 2020      April 1 to June 30, 2020:      \_\_\_\_\_0\_\_\_\_\_

Q3 – 2020      July 1 to Sept 30, 2020:      \_\_\_\_\_0\_\_\_\_\_

**1d.** If yes, how many admissions (each time an individual is admitted to the home for respite care it counts as a single admission) did you have during the following 12-month period (broken down by quarter):

Q4 – 2019      October 1 to December 31, 2019:      \_\_\_\_\_20\_\_\_\_\_

Q1 – 2020      January 1 to March 31, 2020:      \_\_\_\_\_8\_\_\_\_\_

Q2 – 2020      April 1 to June 30, 2020:      \_\_\_\_\_0\_\_\_\_\_

Q3 – 2020      July 1 to Sept 30, 2020:      \_\_\_\_\_0\_\_\_\_\_

**1e.** If yes, in 2020 how many admissions stayed for the following days:

1 - 2 days      \_\_\_\_\_5\_\_\_\_\_

3 - 7 days      \_\_\_\_\_4\_\_\_\_\_

8 - 21 days      \_\_\_\_\_2\_\_\_\_\_

22 – 31 days      \_\_\_\_\_0\_\_\_\_\_

32+ days      \_\_\_\_\_0\_\_\_\_\_

- 1f. **If you were below the 50% occupancy rate on assigned short-stay respite care beds during the period January 1, 2020 to September 30, 2020, please briefly explain why:**  
Due to the pandemic, admissions were temporarily put on hold. Once the admission were permitted, respite beds were allocated to temporarily create a cohorting wing within the home. We had inquiries for respite however no one utilized the respite beds.
- 

2. **Do you wish to operate short-stay respite care beds in 2021? Yes X No ☐**

3. **How many short-stay respite care beds do you wish to operate in 2021? 2**

4a. **Is this number of beds an increase from your 2020 approval? Yes ☐ No X**

4b. **If yes, what are your reasons for requesting an increase?**

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5. **Would you be able to implement these beds by January 1, 2021? If not, please explain:**

Yes

6. **Any comment you have on the Short-Stay Bed Respite Care Program is appreciated.**

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Administrator Name: \_\_\_\_\_

Signature: 

Date: January 6, 2021

Board Chair/ President/ Owner Name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**(Two signatures are necessary)**