

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

VMC2021-002

Monday, March 15, 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 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 if you have an accessible accommodation request.

1.	Call to Order	
2.	Adoption of Agenda	
3.	Disclosures of Pecuniary Interest	
4.	Deputations and Presentations	
5.	Approval of the Minutes of the Previous Meeting	3 - 8
6.	Business Arising from Previous Meetings	
7.	Correspondence	
8.	Reports	
8.1.	Victoria Manor Operations Report to Committee of Management, January and February 2021	9 - 15
8.2.	Report VMC2021-02 2020 Victoria Manor Resident Satisfaction Survey	16 - 27
8.3.	Report VMC2021-03 2020 Victoria Manor Family Satisfaction Survey	28 - 38
9.	Closed Session	
9.1.	Closed Minutes, Victoria Manor Committee of Management, January 18, 2021, Municipal Act, 2001 s.239(2)(b)(d)(g)	
9.2.	Victoria Manor Confidential Operations Report to Committee of Management, January and February 2021, Municipal Act, 2001 s.239(2)(b)(d)(e)	
10.	Matters from Closed Session	
11.	Other New Business	
12.	Next Meeting	
	May 17, 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

VMC2021-001
Monday, January 18, 2021
1:00 P.M.
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 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

VMCM2021-001

Moved By Deputy Mayor O'Reilly

Seconded By Councillor Seymour-Fagan

That the agenda be adopted with the addition of Item 11.1 Redevelopment Update - Director Sutherland.

Carried

3. Disclosures of Pecuniary Interest

There were no declarations of pecuniary interest disclosed.

4. Deputations and Presentations

None

5. Approval of the Minutes of the Previous Meeting

VMCM2021-002

Moved By Councillor Seymour-Fagan

Seconded By Deputy Mayor O'Reilly

That the minutes of the Victoria Manor Committee of Management meeting held on November 16, 2021, be adopted as circulated.

Carried

6. Business Arising from Previous Meetings

None

7. Correspondence

7.1 Ministry of Long-Term Care letter dated January 6, 2021 - Re: Second Wave Response to COVID-19

Director Sutherland updated for the committee's information, the regular correspondence received around the investments and approach the Province is taking during the Pandemic over the last year and the lost revenues and budget impacts. The pace of updates from the Ministry is daily with the changes to policies and directives in Long-Term Care.

VMCM2021-003

Moved By Deputy Mayor O'Reilly

Seconded By Councillor Seymour-Fagan

That the January 18, 2021 correspondence from the Ministry of Long-Term Care, regarding Second Wave Response to COVID-19, be received.

Carried

8. Reports

8.1 Victoria Manor Operations Report to Committee of Management, November and December 2020

Director Sutherland to follow-up on a Victoria Manor Reserve for surplus and to add a resolution to report to Council.

VMCM2021-004

Moved By Councillor Seymour-Fagan

Seconded By Deputy Mayor O'Reilly

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

Carried

8.2 Memorandum 001 - Re: Correspondence - Rod Sutherland

The committee was made aware of concerns during the discussion of the received correspondence. The committee feels they have responded to concerns as they relate to Victoria Manor. The issues with Long-Term Care in general with

the province are shared by the committee. The committee does not have the capacity to make changes.

VMCM2021-005

Moved By Councillor Seymour-Fagan

Seconded By Deputy Mayor O'Reilly

That the Memorandum 001 from Rod Sutherland regarding correspondence from Janet Vanderveen, be received.

Carried

8.3 Memorandum 002 - Re: Family Communication Newsletter - Pam Kulas

VMCM2021-006

Moved By Deputy Mayor O'Reilly

Seconded By Councillor Seymour-Fagan

That the January 18, 2021 Memorandum 002 from Pam Kulas, regarding Family Communication Newsletter, be received.

Carried

8.4 VMC2021-001 Short-Stay Respite Care Bed Survey and Application

VMCM2021-007

Moved By Councillor Seymour-Fagan

Seconded By Deputy Mayor O'Reilly

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.

Carried

9. Closed Session

VMCM2021-008

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, January 18, 2021 Closed Session Agenda and that are permitted to be discussed in a session closed to the public pursuant to Section 239(2)(b)(d)(e)(g) of the Municipal Act, S.O. 2001. S.25

Carried

10. Matters from Closed Session

No matters from Closed Session

11. Other New Business

11.1 Re-Development Update - Rod Sutherland

Director Sutherland had a call in December with staff from the Ministry of Health Re-Development Branch. At that time, it was advised there was an intake for the re-development process that was finished last year and at this point they have no further direction as to whether another intake will occur for applications. This poses the question if there is a requirement to re-develop. Previous direction was all homes have to meet the new standards by 2025. As a municipal home the requirement is to meet the fire codes by that time, which is a sprinkler system and Victoria Manor does meet these fire codes. The Ministry Staff from their stand point currently re-development is not necessarily required. Future intakes were inquired about as there was indication there would be additional intakes to the current re-development strategy. There is no indication or direction at this point whether or not there will be another intake or when that would be. In terms of re-development, without the application for the provincial funding, without the direction that we must re-develop by 2025, there would not be that requirement. Additional follow-up will be done to further clarify expectations and requirements around the standards. For now this is the direction.

VMCM2021-012

Moved By Councillor Seymour-Fagan

Seconded By Deputy Mayor O'Reilly

Resolved That the Re-Development Update from Rod Sutherland be accepted

Carried

12. Next Meeting

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

13. Adjournment

VMCM2021-013

Moved By Deputy Mayor O'Reilly

Seconded By Councillor Seymour-Fagan

That the Victoria Manor Committee of Management Meeting adjourn at 2:05 p.m.

Carried



January and February 2021 Victoria Manor Operations Report to Committee of Management

Submission Date: March 15, 2021

Information for the Months of: January and February 2021

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

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	4,230	5,069	(839)
Occupancy %	82.2%	98.5%	(16.3%)
Nursing Envelope Funds	581,741	592,392	(10,651)
Nursing Expenses	686,051	750,212	64,161
Net Nursing Envelope	(104,310)	157,820	53,510
Program Envelope Funds	62,339	62,339	(0)
Program Expenses	56,527	64,591	8,065
Net Program Envelope	5,812	2,253	8,065
Food Envelope Funds	49,093	49,093	-
Food Expenses	39,964	49,093	9,129
Net Food Envelope	9,129	-	9,129
Accommodation Revenue	343,428	359,960	16,532
Accommodation Expenses			
Dietary Expenses	104,898	112,450	7,552
Housekeeping Expenses	46,910	49,414	2,504
Laundry Expenses	19,430	20,445	1,016
Maintenance Expenses	26,532	58,844	32,312
Administration Expenses	39,259	66,972	27,713
Facility Expenses	86,746	96,796	10,051

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Accommodation Expenses	323,774	404,920	81,146
Pandemic Revenue	150,064	-	150,064
Pandemic Expenses	128,108	10,192	117,916
Net Pandemic Expenses	21,956	10,192	32,148
Net Operating Income	56,889	215,225	158,336
Capital Reserve	(12,623)	-	(12,623)
Net Income (Loss)	69,512	215,225	145,713

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$11K) mainly due to lower BSO funding (\$11K).

Nursing Expenses – Direct: YTD are favorable (\$30K) mainly due to lower RN wages (\$2K) lower RPN wages (\$4K), lower BSO wages (\$12K), lower agency wages (\$11K), lower MDS RAI (\$2K); offset by higher PSW wages (\$2K).

Nursing Expenses – Administration: YTD are favorable (\$34K) mainly due to lower wages (\$18K), lower benefits (\$4K), lower MDS RAI (\$1K), lower computer expenses (\$1K), lower equipment expenses (\$1K), lower incontinent supplies (\$1K) lower medical supplies (\$7K); offset by higher falls prevention equipment (\$1K).

Program Revenue: YTD Program revenue are in line with budget.

Program Expenses: YTD Program expenses are favorable (\$8K) mainly due to lower wages (\$5K), lower benefits (\$1K), and lower physio (\$1K).

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

Food Expenses: YTD Food expense are favorable (\$9K).

Accommodation Revenue: YTD revenue is unfavorable (\$16K) mainly due to lower basic accommodation (\$7K), lower preferred accommodation (\$5K), lower miscellaneous income (\$2K), lower other income from foot care (\$1K).

Pandemic Expenses: YTD Pandemic funding revenue is (\$150K) including \$22K prior year recovery, offset by pandemic expenses (\$128K).

YTD Pandemic expense underspending are: IPAC Personnel funding \$17078, IPAC minor capital funding \$96806, Testing adherence funding (\$108000).

Housekeeping Expenses: YTD Housekeeping expenses are favorable (\$3K) mainly due to lower wages (\$2K), lower benefits (\$1K).

Laundry Expenses: YTD expenses are favorable (\$1K) mainly due to lower bedding and linen (\$1K), lower chemical and cleaning supplies (\$1K); offset by higher wages (\$1K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$32K) mainly due to lower wages (\$9K), lower benefits (\$2K), lower building repair (\$2K), lower electrical (\$1K), lower minor capital funding (\$13K), lower equipment expenses (\$4K), lower fire systems (\$1K), lower generator (\$1K), lower heating and air-conditioning (\$2K), lower plumbing (\$1K), lower fire systems (\$1K); offset by higher landscaping and snow removal (\$4K).

Administration Expenses: YTD Administration are favorable (\$28K) mainly due to lower bad debts (\$1K), lower computer expenses (\$1K), lower software and software subscriptions (\$16), lower professional fees (\$4K), lower purchased services (\$13K), lower supplies (\$1K); offset by higher benefits (\$2K), and higher office equipment expenses (\$7K).

Facility Expenses: YTD Facility expenses are favorable (\$10K) mainly due to lower gas (\$3K), lower hydro (\$6K including \$9K rebate), lower water and sewage (\$1K), and lower management fees (\$1K).

Table 2: Year to Date Capital Expenses: January 2021

Capital Expense	Approved 2021 Budget	Year-to-Date Expenses
Wanderguard System	15,000	
Whirlpool Bath Tub	35,000	Ordered
Portable Lifts (2)	30,000	Ordered
Air conditioning cooling units in serveries	13,000	
Food Processor	6,000	
Hand held devices	944	

Capital Expense	Approved 2021 Budget	Year-to-Date Expenses
Repair and replacement of existing outdoor walkways	23,000	
Totals	122,944	

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 2 (July to September 2020) results.

Indicator	2020 Q2 Current Performance	Target
Antipsychotic medications	22.3	18.7
New Stage 2-4 pressure ulcers	2.20	2.0
Worsened stage 2-4 pressure ulcers	3.00	2.25
Has fallen	15.10	16.5
Daily physical restraints	4.00	3.00
Has pain	3.70	5.50
Worsened pain	9.50	9.50
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)	24.6	29.70

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

Scorecard: People

Employee Engagement Survey

- 21 team members were recognized in January by residents and peers through the Spot A Star program.
- 9 team members were recognized in February by residents and peers through the Spot A Star program.

Sienna Support Services Updates

Sienna Partner Visits:

- No visits

Projects, Location Events and Other

- 2021 Operational Plan Development

Long Term Care Update

Occupancy (data since last report)

- 82.2% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 6 move ins and 7 discharges

Regulatory visits i.e. MOL, Public Health

COVID-19 Infection Prevention and Control Audit was completed by Infection Control team from Ross Memorial Hospital. Action plan is being developed.

Written and Verbal Complaints Summary

Written complaint received from a family member who felt that a team member did not treat their loved one with compassion. Family feels that the call bell is not being answered in a timely manner. Complaint resolved.

Written complaint received from a family member who has concerns about the declining health condition of their loved one. Complaint resolved.

Written complaint received from a family member who was concerned that a television and telephone were not hooked up in a timely manner. Complaint resolved.

Verbal complaint received from a family member who was concerned that a piece of bread was not fresh. Complaint resolved.

Written complaint received from a family member following a visit. They noticed that their loved one was not wearing undergarments and was experiencing a foul odour and had concerns. Complaint resolved.

Written complaint received from a family member who felt that communication was not timely regarding the fitting of clothing for their loved one. Complaint resolved.

Written complaint received from a family member who felt they were not updated on their loved one's condition and medication. Family member also felt that a telephone should be made available to their loved one when in isolation. Complaint resolved.

Verbal complaint received from a family member who received conflicting communication from 2 team members about cleaning a chair.

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

Results of the Resident and Family Satisfaction Survey has been received. Resident and Family Satisfaction scored 95% respectively. Results will be used to develop the 2021 Victoria Manor operating plan.

Virtual town hall held on January 27th and February 24th

Resident/Family Council Updates

Family Council president hosts monthly virtual meetings the 1st Wednesday of each month.

Emergency Preparedness and Environmental concerns

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

The Corporation of the City of Kawartha Lakes

Victoria Manor Committee of Management

Report VMC2021-02

Meeting Date: March 15, 2021

Meeting Time: 1:00 p.m.

Meeting Place: Electronic Video Meeting

Subject: 2020 Victoria Manor Resident Satisfaction Survey

Author Name and Title: Pam Kulas, Executive Director

Recommendation(s):

Resolved That Report VMC2021-02, "2020 Victoria Manor Resident Satisfaction Survey", be received.

Director

Other

Background:

Align, the third party firm was chosen to administer the 2020 Resident Satisfaction Survey. In addition to the questions regarding satisfaction, this survey also analyzes the domains of resident satisfaction. Evidence based survey theory is used to weight questions and determine the areas of care and service delivery that have the greatest influence on satisfaction. Surveys for residents who were able to complete the survey were hand delivered.

The survey tool offered a total of 32 questions of which 18 questions were organized into the domains of care quality, quality of life, care responsiveness, communication, dining experience and environment. Domains are often driven by common systems and processes which provide an understanding of how effectively systems and processes are functioning. The survey also included 2 global measure questions related to overall satisfaction and 9 questions specifically related to organization specific services. For each domain, residents were able to provide comments.

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

A total of 69 surveys were distributed to residents and 69 were completed for a response rate of 100%. The average response rate was 100% in 2019.

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

Results:

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

Resident Satisfaction

The overall 2020 Resident satisfaction score was 95% compared to the 2019 Resident satisfaction score of 92%, an increase of 3%. The overall Resident satisfaction score among Sienna Senior Living was 82%.

All 32 questions offered scores that were at or better than the Sienna average.

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

Consultations:

Sienna Senior Living

Attachments A:

2020 Victoria Manor Resident Satisfaction Report

Director: Rod Sutherland
Phone: 705-324-9870 ext. 3206
E-Mail: rsutherland@kawarthalakes.ca

RESIDENT EXPERIENCE SURVEY

Data begins: **DEC 14, 2020**

Data ends: **JAN 23, 2021**

Date reported: **FEB 12, 2021**

COMPREHENSIVE REPORT

ANALYSIS PREPARED FOR

SIENNA SENIOR LIVING

REGION 4

VICTORIA MANOR

220 Angeline Street South • Lindsay, ON K9V 5E9

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

Surveys created:

69

Surveys received:

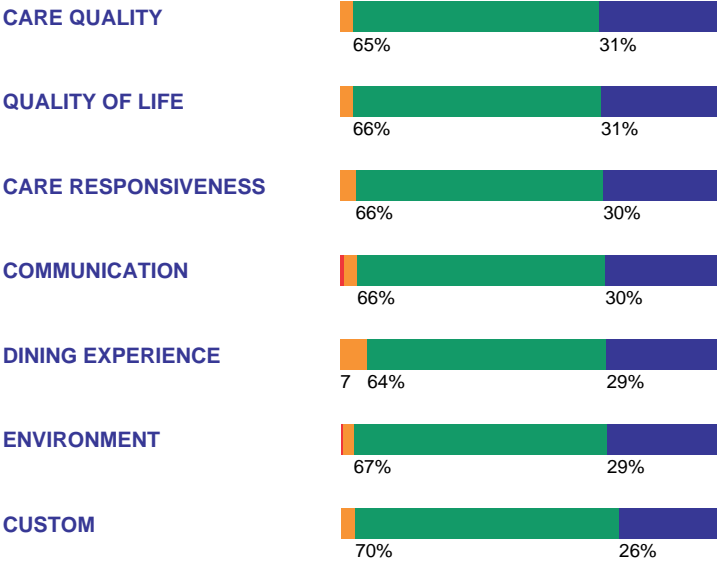
69

Response rate:

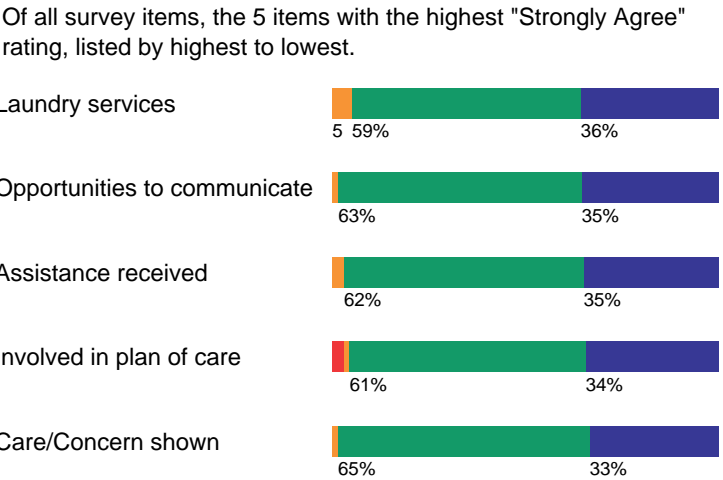
100%



DOMAINS: Highest to lowest by 'Strongly Agree'



ITEMS: Top 5 by 'Strongly Agree'

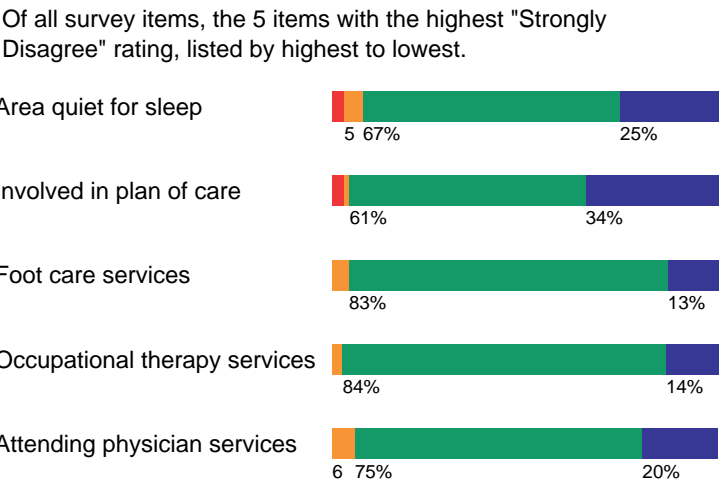


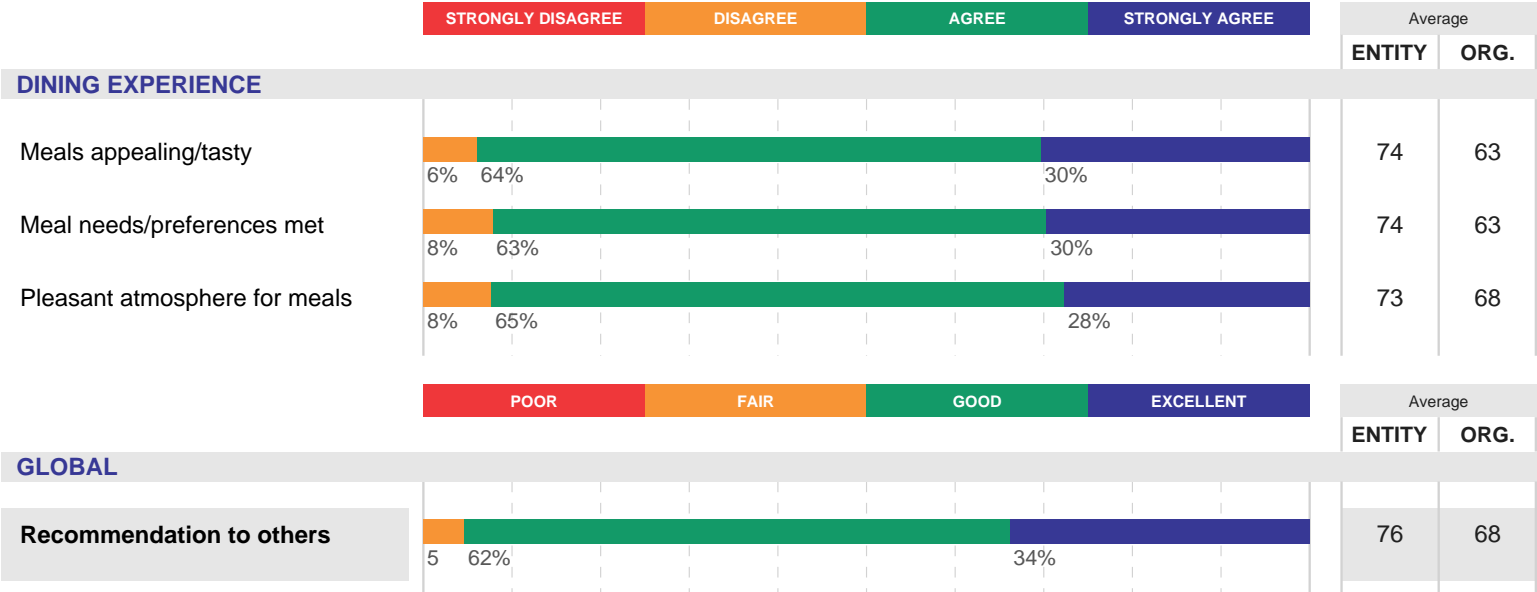
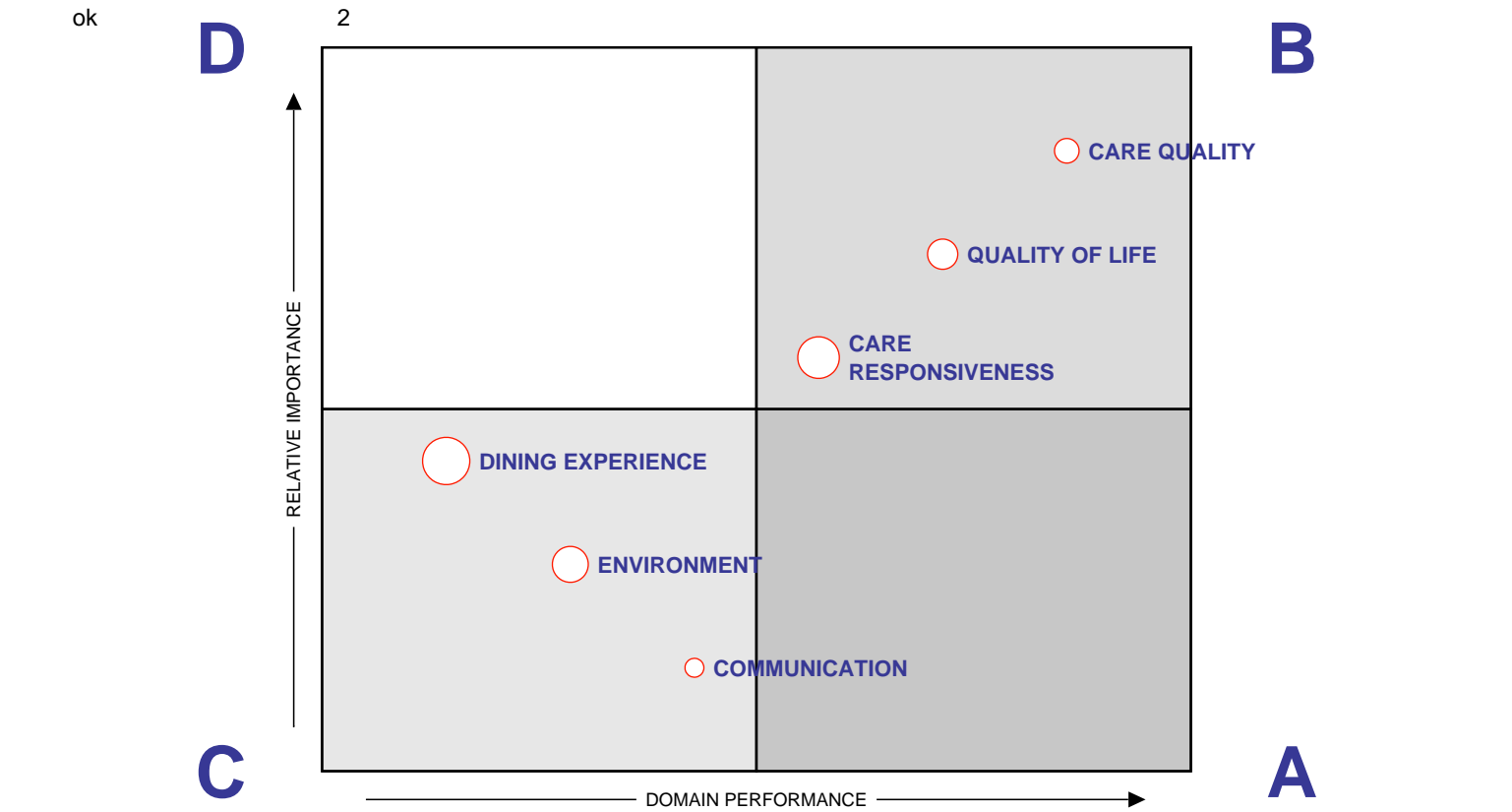
COMMENTS: Top words

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

good	13
excellent	5
fine	5
nice	5
happy	4
clean	3
fun	3
great	3
perfect	3
alright	2
attentive	2
fair	2
friendly	2
lovely	2

ITEMS: Bottom 5 by 'Strongly Disagree'

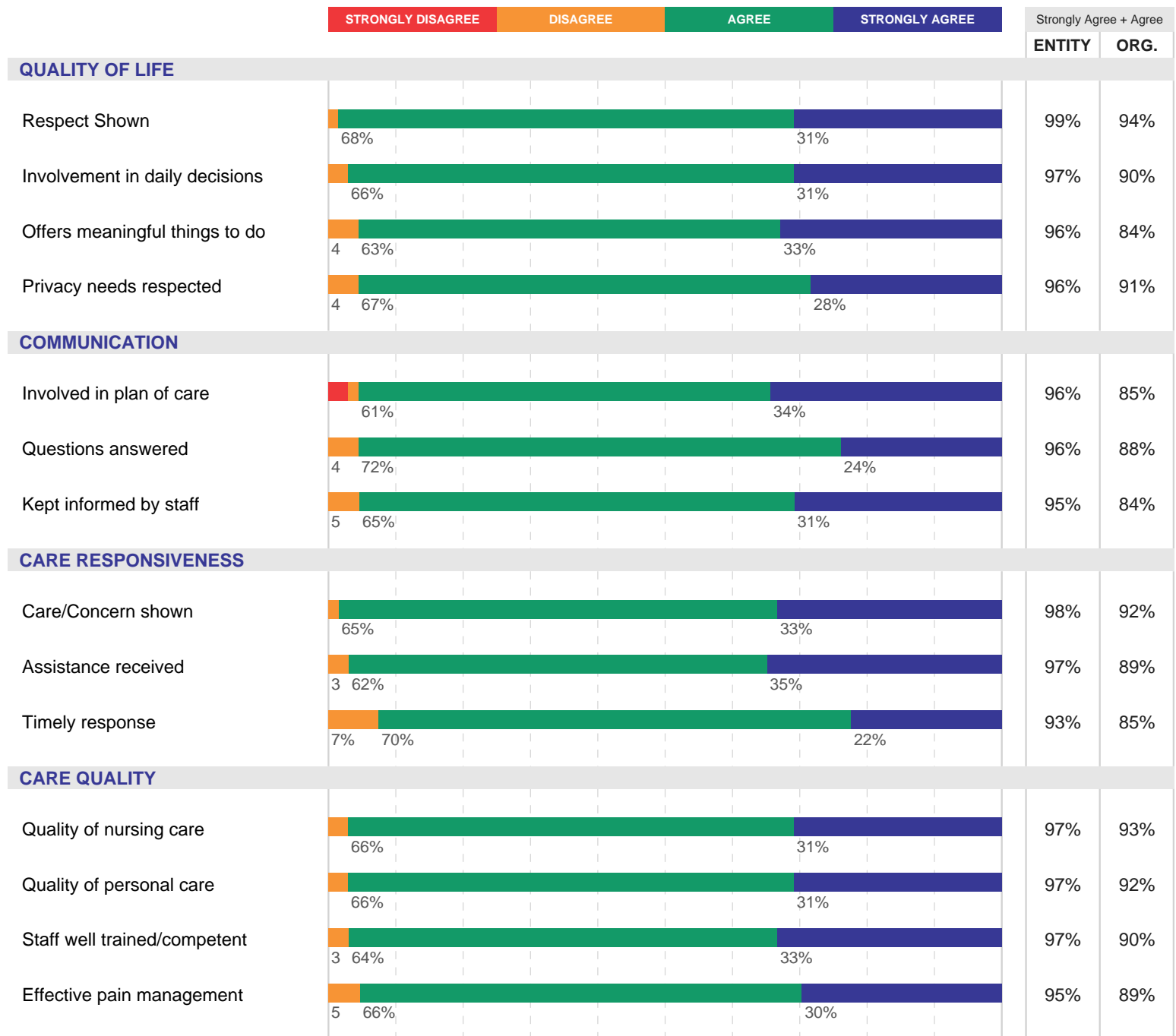




CARE COMMUNITY
RESIDENT EXPERIENCE SURVEY
RATINGS BY DOMAIN

Data begins: DEC 14, 2020
Data ends: JAN 23, 2021
Date reported: FEB 12, 2021

COMPREHENSIVE REPORT



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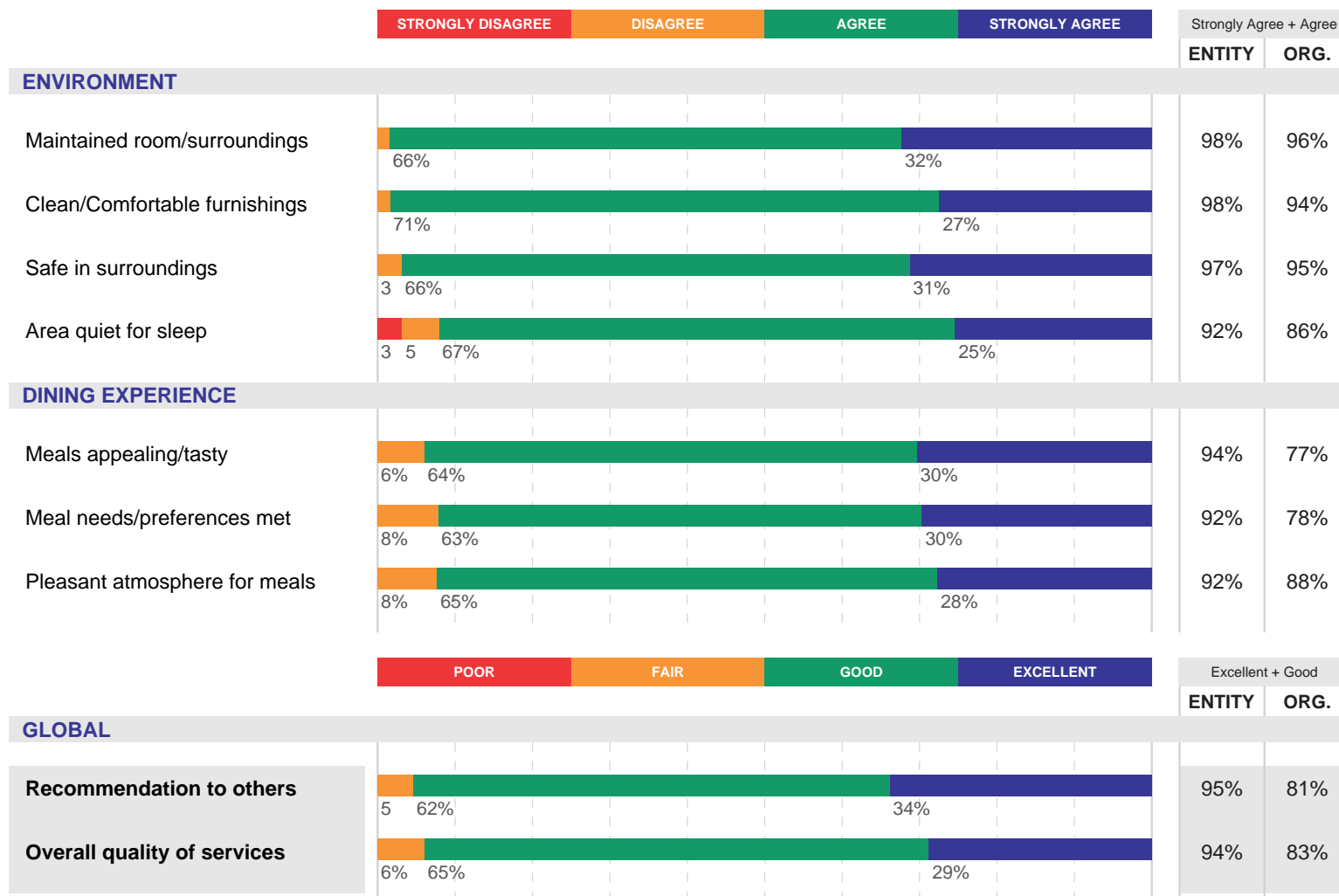
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RATINGS BY DOMAIN

Data begins: **DEC 14, 2020**
Data ends: **JAN 23, 2021**
Date reported: **FEB 12, 2021**

COMPREHENSIVE REPORT

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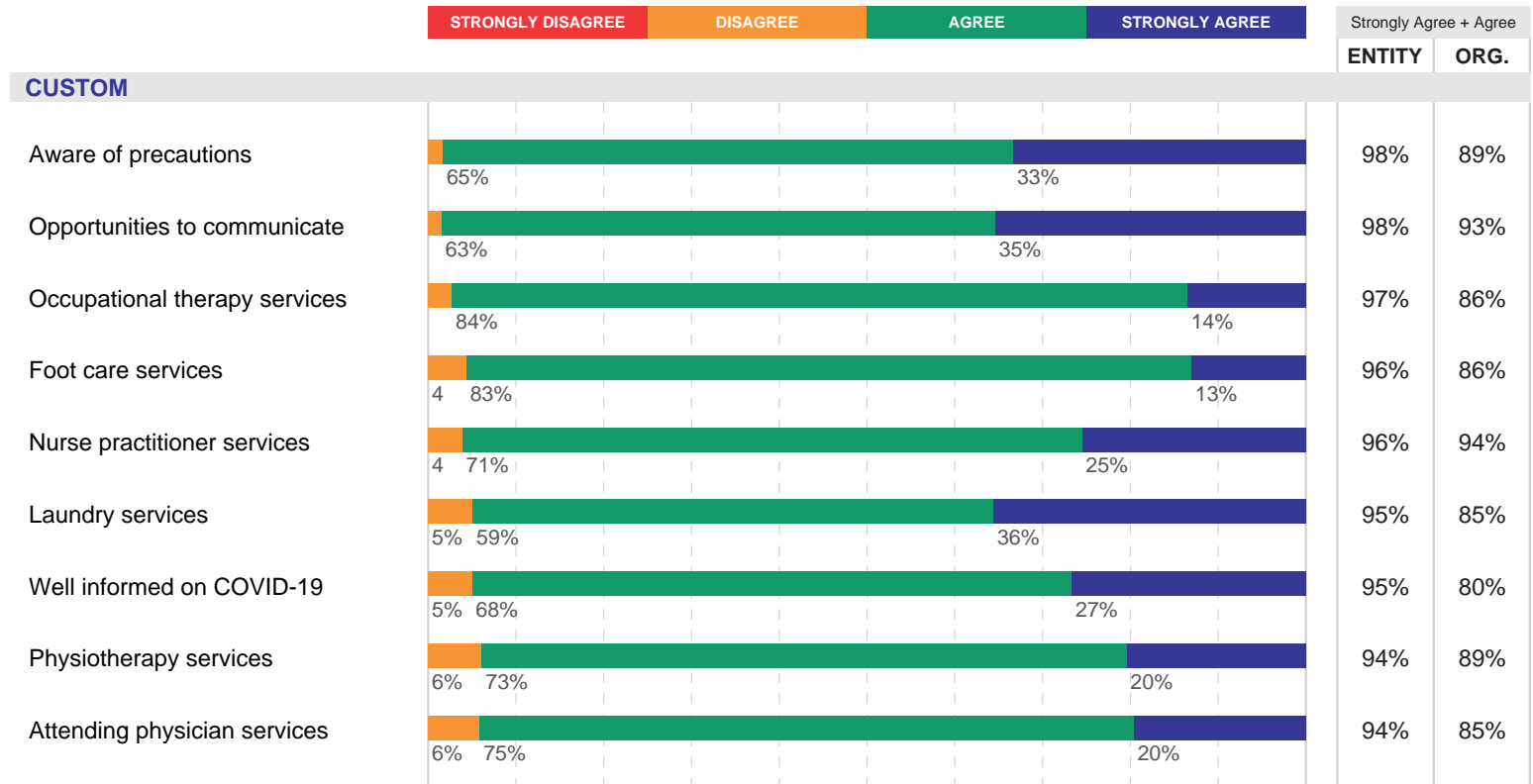
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CARE COMMUNITY
RESIDENT EXPERIENCE SURVEY
RATINGS BY DOMAIN

Data begins: DEC 14, 2020
Data ends: JAN 23, 2021
Date reported: FEB 12, 2021

COMPREHENSIVE REPORT

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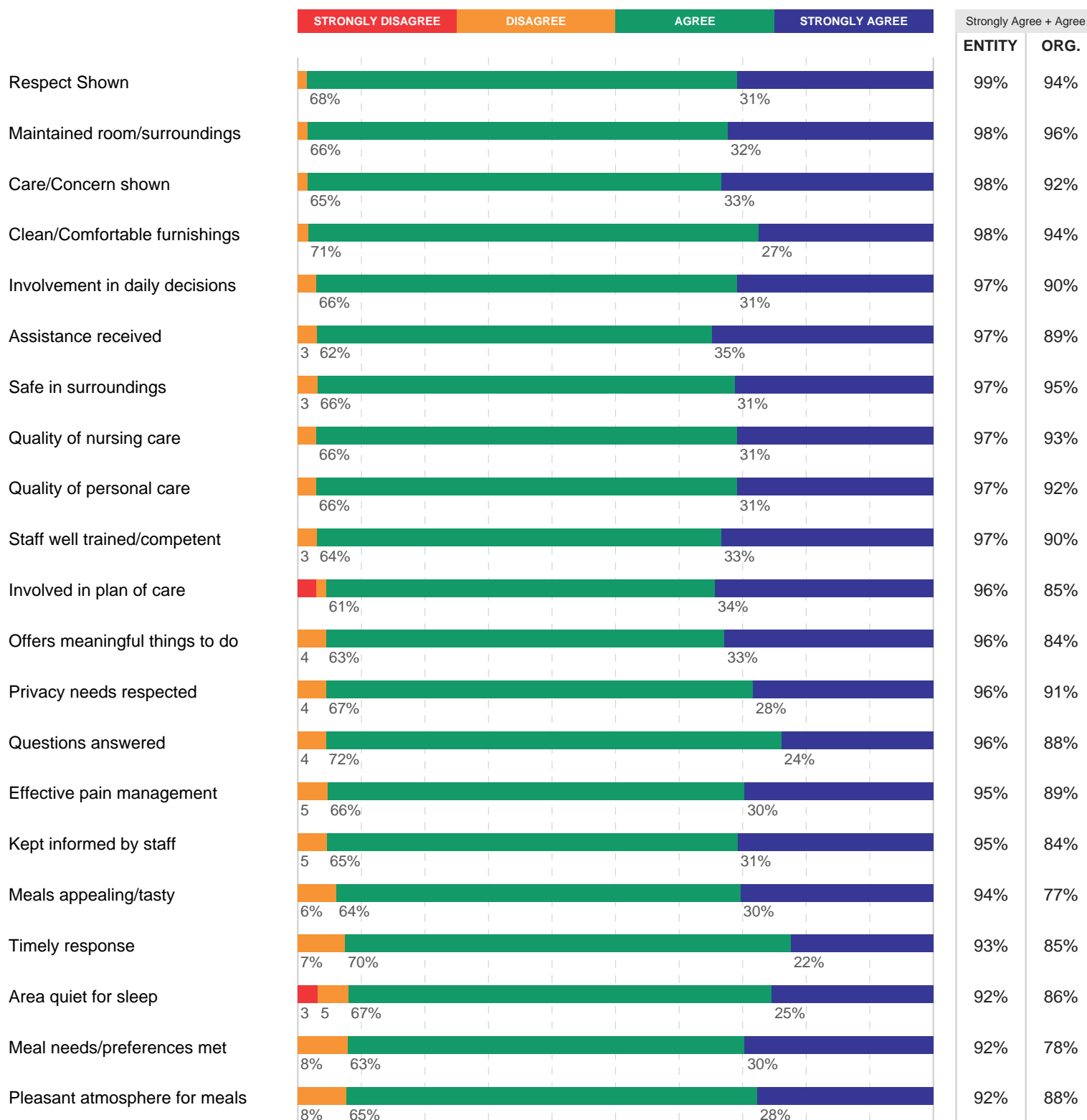


RATINGS BY ITEM

Data begins:
Data ends:
Date reported:

DEC 14, 2020
JAN 23, 2021
FEB 12, 2021

COMPREHENSIVE REPORT



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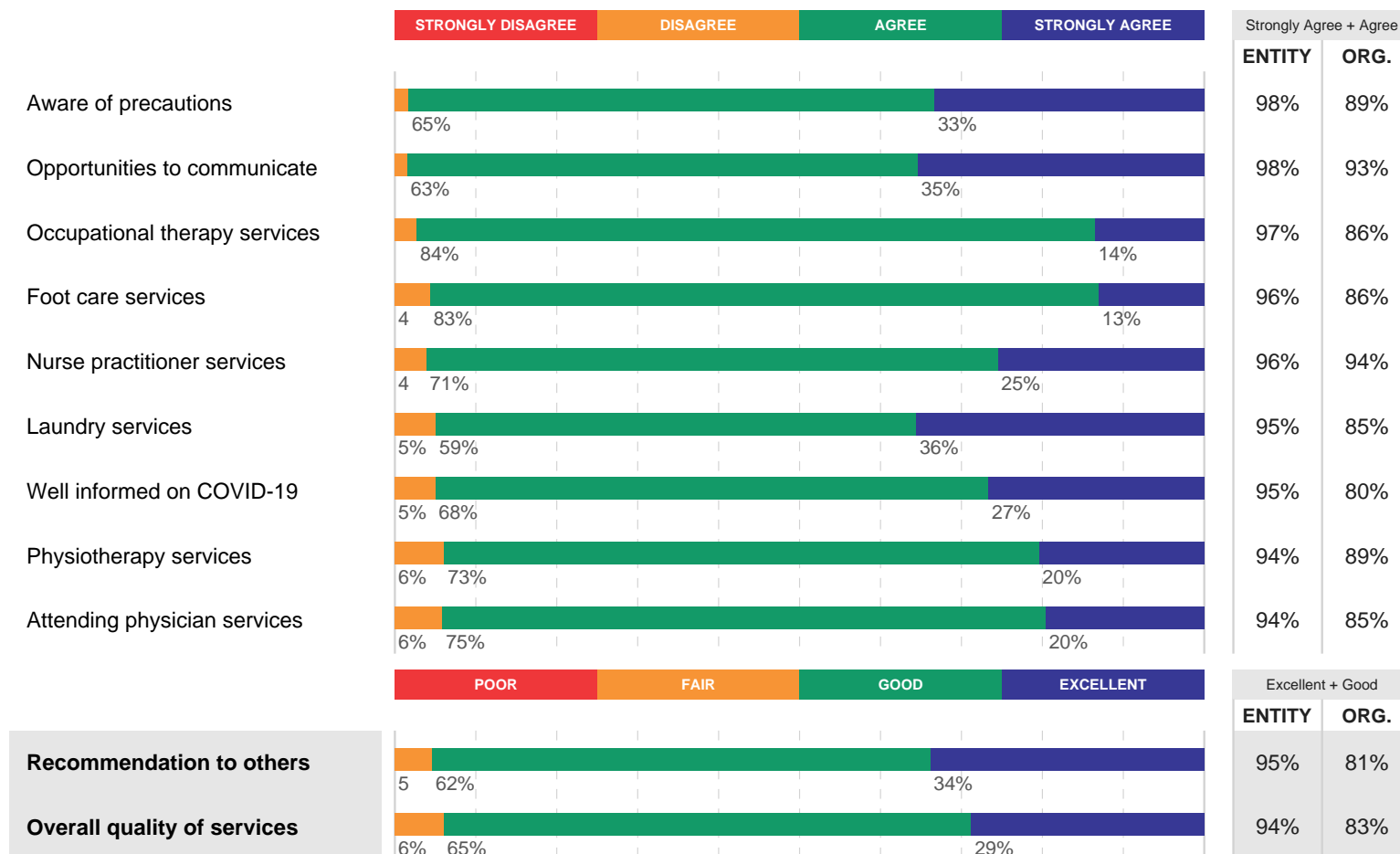
RATINGS BY ITEM

Data begins:
Data ends:
Date reported:

DEC 14, 2020
JAN 23, 2021
FEB 12, 2021

COMPREHENSIVE REPORT

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CARE COMMUNITY RESIDENT EXPERIENCE SURVEY ITEMS BY DOMAIN

ITEM NO. LABEL

ITEM AS IT APPEARS ON THE SURVEY

CARE QUALITY

11	Quality of nursing care	The nurses provide high-quality nursing care.
12	Quality of personal care	The personal support workers / resident care aides provide high-quality care.
13	Staff well trained/competent	Staff is well trained and competent.
14	Effective pain management	My pain is managed effectively.

QUALITY OF LIFE

1	Respect shown	Staff behave respectfully toward residents and families.
2	Involvement in daily decisions	My preferences and choices are incorporated into my daily routine.
3	Offers meaningful things to do	I am offered opportunities for meaningful things to do.
4	Privacy needs respected	My need for privacy is respected.

CARE RESPONSIVENESS

8	Timely response	My requests are responded to in a timely fashion.
9	Care/Concern shown	Staff show care and concern for my needs.
10	Assistance received	I receive all the assistance that I need.

COMMUNICATION

5	Questions answered	My questions are answered to my satisfaction.
6	Involved in plan of care	My family and I are actively involved in my plan of care.
7	Kept informed by staff	Staff keep me informed of information that affects me.

DINING EXPERIENCE

19	Meals appealing/tasty	Meals served to me are appealing and tasty.
20	Meal needs/preferences met	Meals meet my needs and preferences.
21	Pleasant atmosphere for meals	Meals are served in a pleasant atmosphere.

ENVIRONMENT

15	Maintained room/surroundings	My room and surroundings are clean and well maintained.
16	Area quiet for sleep	The area around my room is kept quiet for sleep.
17	Clean/Comfortable furnishings	The furnishings are clean and comfortable.
18	Safe in surroundings	I feel safe in my surroundings.

GLOBAL

22	Recommendation to others	Overall, how would you recommend this care community to others?
23	Overall quality of services	How would you rate the overall quality of services provided by this care community?

ORGANIZATION-SPECIFIC

24	Laundry services	I am satisfied with the quality of laundry services at this care community.
25	Foot care services	I am satisfied with the foot care services at this care community (as applicable).
26	Physiotherapy services	I am satisfied with the physiotherapy services at this care community (as applicable).
27	Attending physician services	I am satisfied with the Attending Physician services at this care community (as applicable).
28	Nurse practitioner services	I am satisfied with the Nurse Practitioner Services at this care community (as applicable).
20	Occupational therapy services	I am satisfied with the Occupational Therapy Services at this care community (as applicable).
30	Well informed on COVID-19	I am kept informed about the impact of COVID-19 within the care community.
31	Aware of precautions	I am aware of the precautions taken to protect me during this pandemic.
32	Opportunities to communicate	I have opportunities to communicate with my family and friends during this pandemic.

COMMENTS:

CARE QUALITY

What is one thing we could do to improve the way we provide care?

QUALITY OF LIFE

What is one thing we could do to improve your quality of life?

CARE RESPONSIVENESS

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

COMMUNICATION

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

DINING EXPERIENCE

What is one thing we could do to enhance our dining services?

ENVIRONMENT

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

GLOBAL: THREE WORDS

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

GLOBAL

Any other comments?

The Corporation of the City of Kawartha Lakes

Victoria Manor Committee of Management

Report VMC2021-03

Meeting Date: March 15, 2021

Meeting Time: 1:30 p.m.

Meeting Place: Electronic Video Meeting

Subject: 2020 Victoria Manor Family Satisfaction Survey

Author Name and Title: Pamela Kulas, Executive Director

Recommendation(s):

Resolved That Report VMC2021-03, "2020 Victoria Manor Family Satisfaction Survey", be received.

Director

Other

Background:

Align, the third party firm was chosen to administer the 2020 Family Satisfaction Survey. In addition to the questions regarding satisfaction, this survey also analyzes the domains of resident satisfaction. Evidence based survey theory is used to weight questions and determine the areas of quality of service and dining experience that have the greatest influence on satisfaction. Surveys for families who were able to complete the survey were hand delivered.

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

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

A total of 162 surveys were available for Families and 66 were completed for a response rate of 41%. The average response rate in 2019 was 32%.

Results:

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

The overall 2020 Family satisfaction score was 95% compared to the 2019 Family satisfaction score of 93%, an increase of 2%. The overall Family satisfaction score among Sienna Senior Living was 87%.

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

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

Consultations:

Sienna Senior Living

Attachment A:

2020 Victoria Manor Family Satisfaction Report

Director: Rod Sutherland
Phone: 705-324-9870 ext. 3206
E-Mail: rsutherland@kawarthalakes.ca

FAMILY EXPERIENCE SURVEY

Data begins: **DEC 14, 2020**

Data ends: **JAN 22, 2021**

Date reported: **JAN 25, 2021**

COMPREHENSIVE REPORT

ANALYSIS PREPARED FOR

SIENNA SENIOR LIVING

REGION 4

VICTORIA MANOR

220 Angeline Street South • Lindsay, ON K9V 5E9

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

Surveys created:

162

Surveys received:

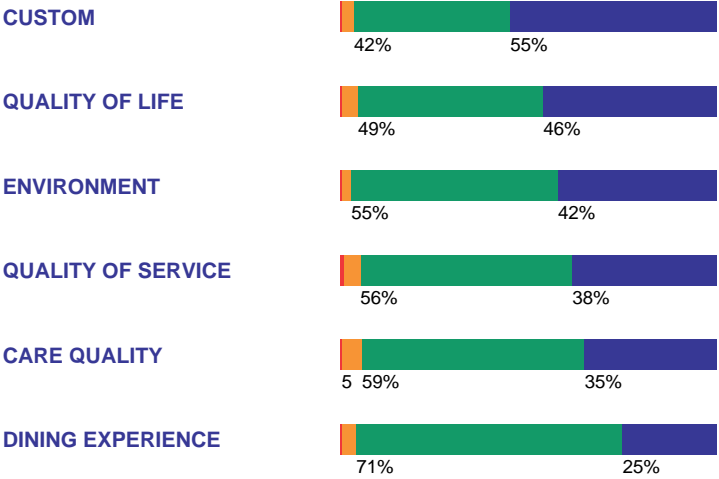
66

Response rate:

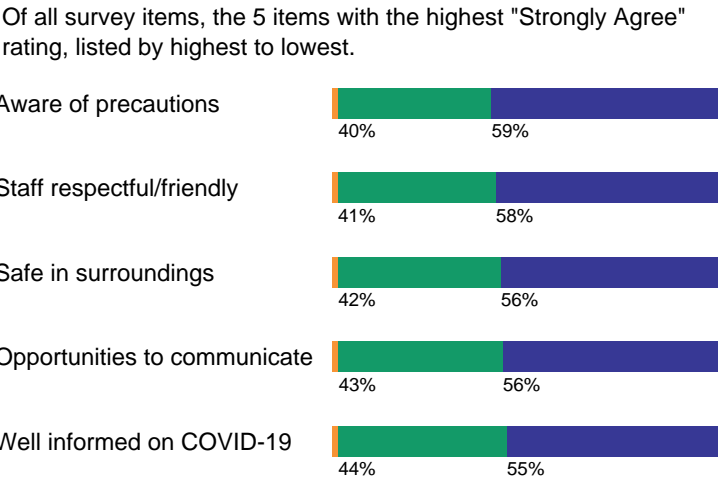
41%



DOMAINS: Highest to lowest by 'Strongly Agree'



ITEMS: Top 5 by 'Strongly Agree'



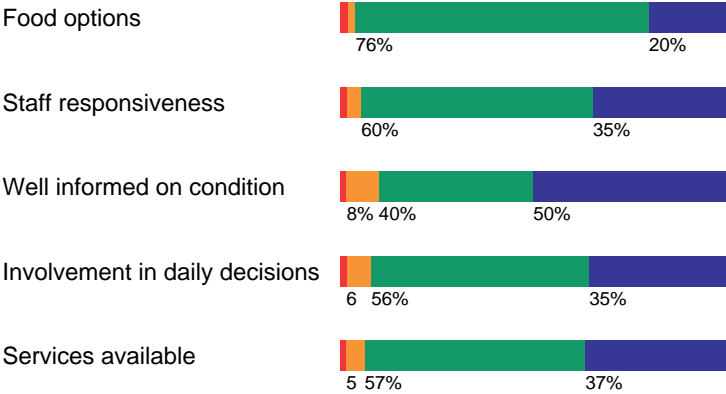
COMMENTS: Top words

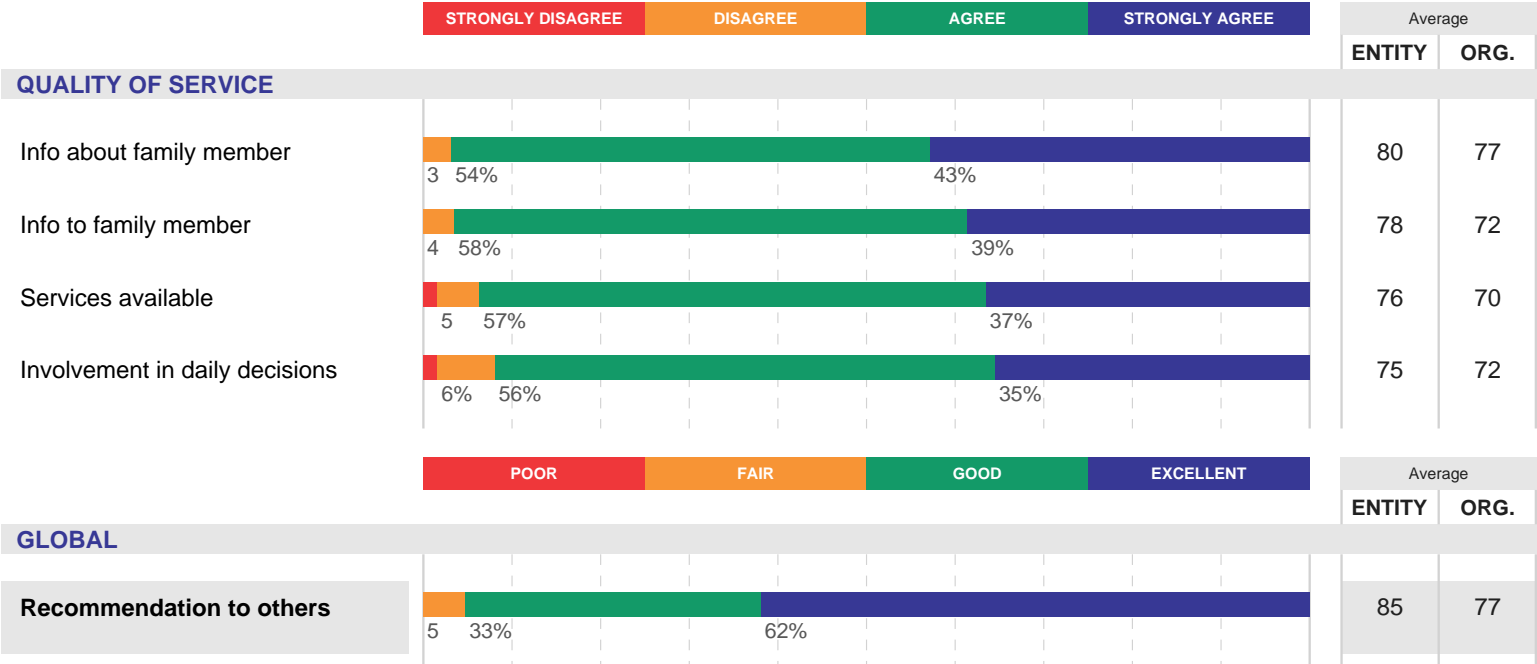
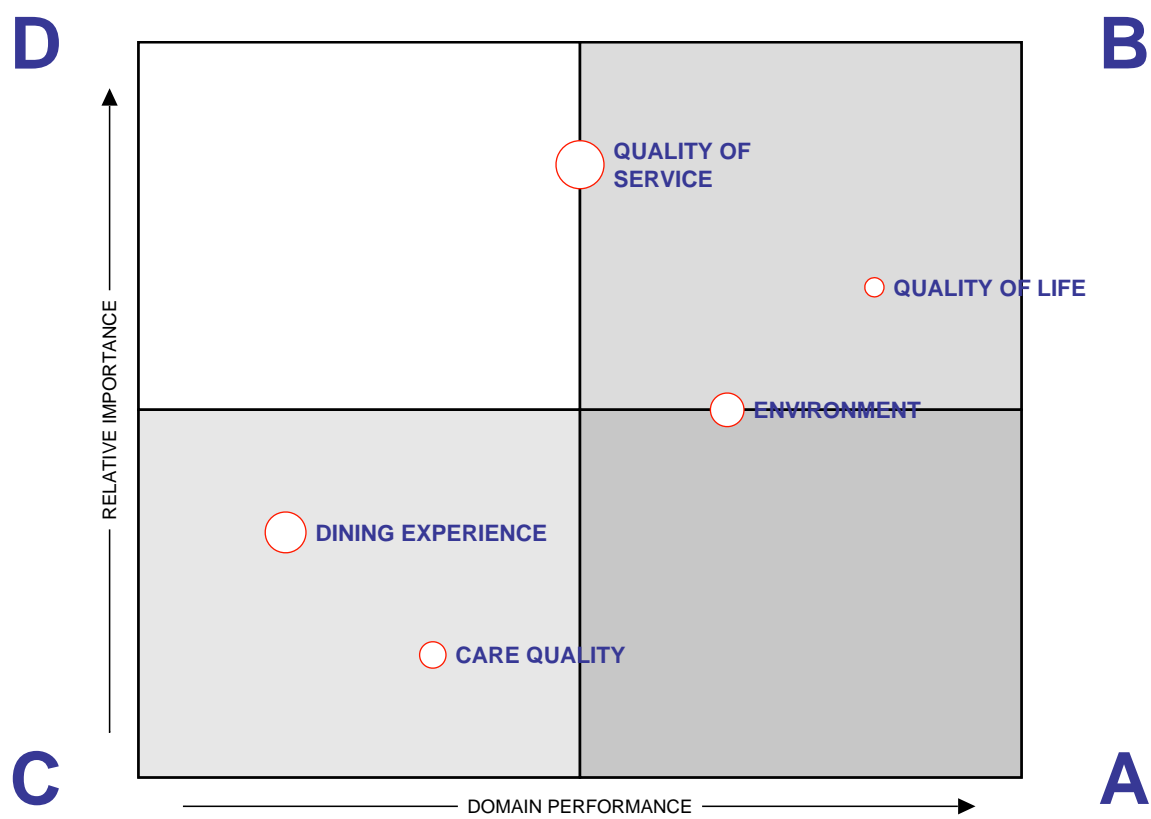
ITEM: What are three words you would use to describe your experience at our care community?

caring	20
friendly	20
clean	10
safe	8
competent	4
pleasant	4
professional	4
comfortable	3
helpful	3
informative	3
respectful	3
welcoming	3
compassionate	2
good	2
happy	2

ITEMS: Bottom 5 by 'Strongly Disagree'

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

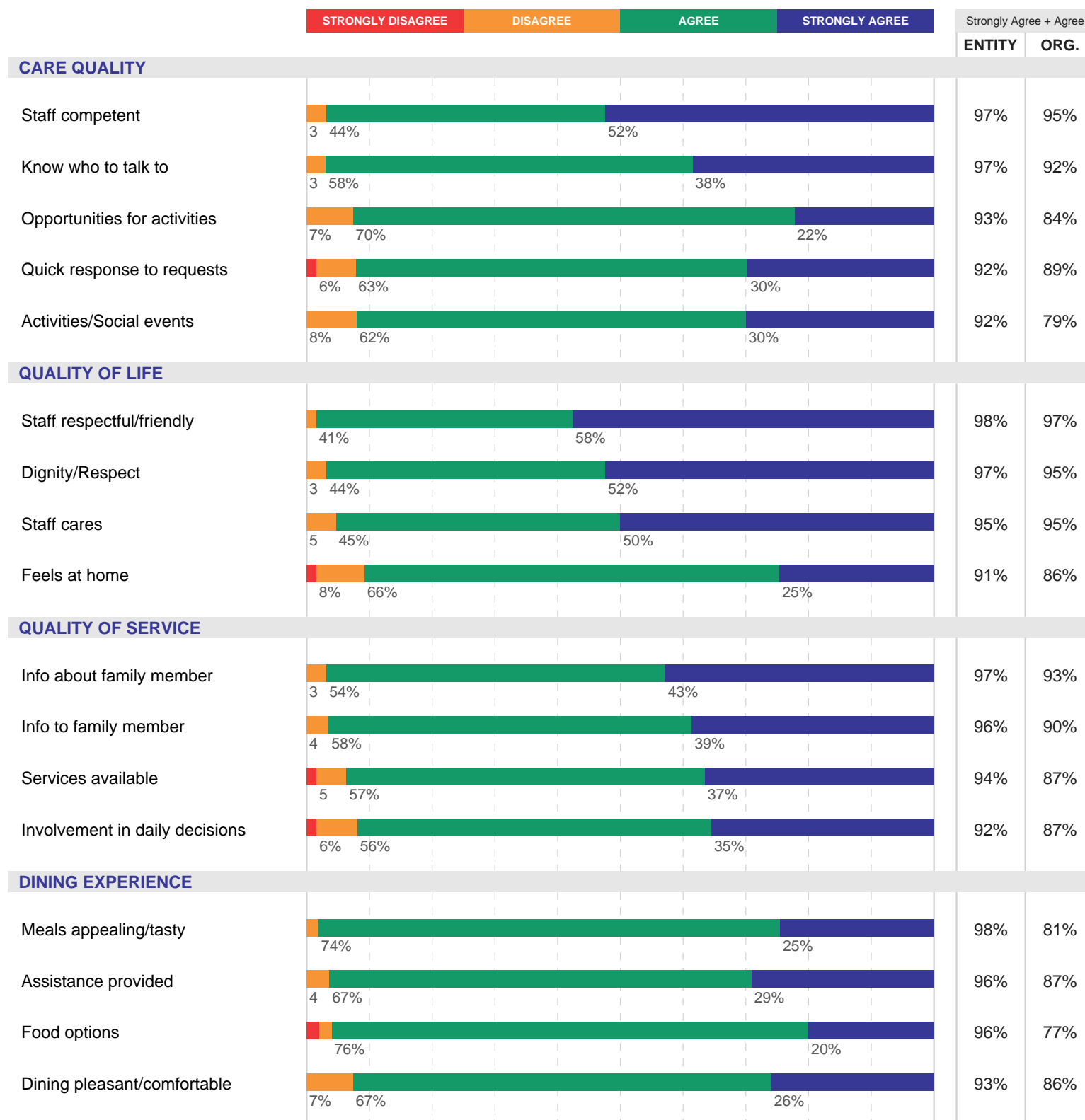




**CARE COMMUNITY
FAMILY EXPERIENCE SURVEY
RATINGS BY DOMAIN**

Data begins: **DEC 14, 2020**
Data ends: **JAN 22, 2021**
Date reported: **JAN 25, 2021**

COMPREHENSIVE REPORT



Continued on next page

115

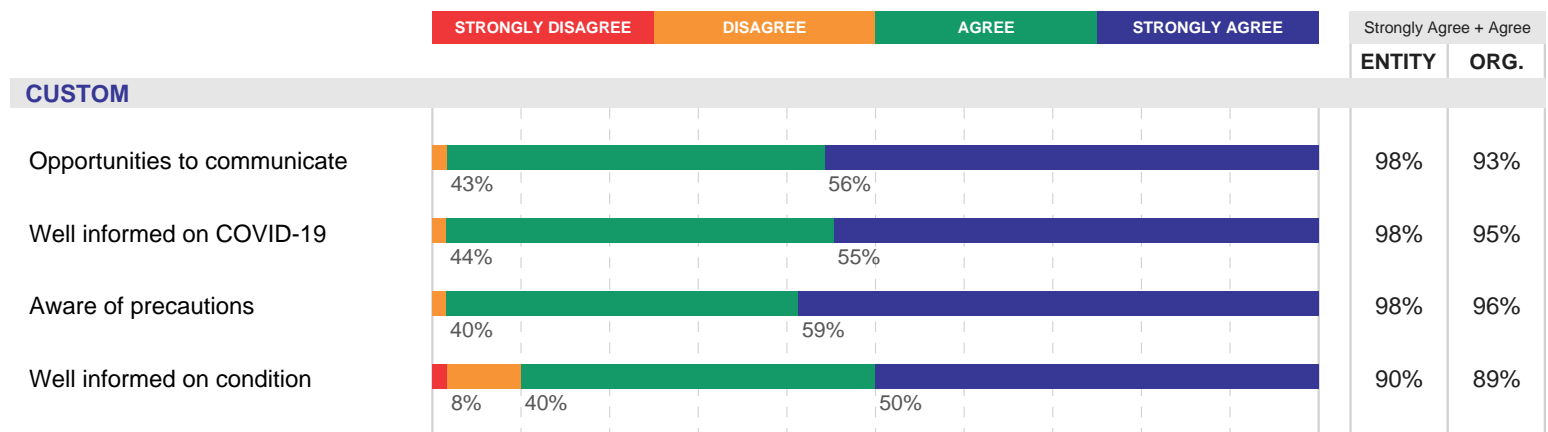
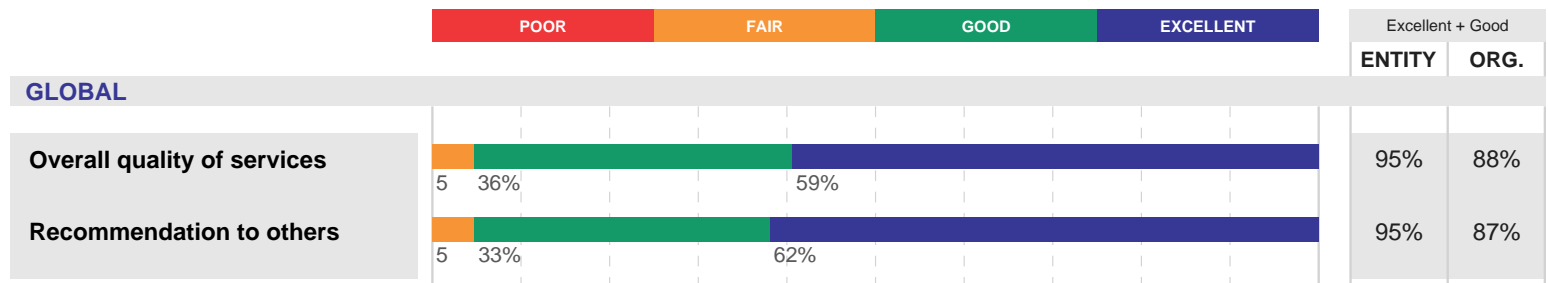
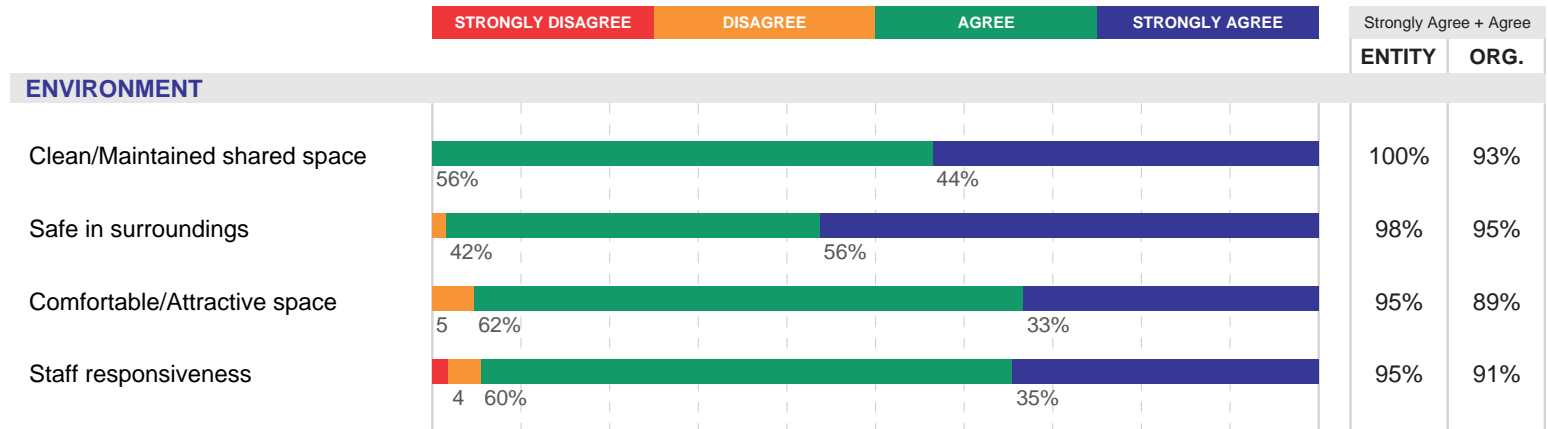
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CARE COMMUNITY
FAMILY EXPERIENCE SURVEY
RATINGS BY DOMAIN

Data begins: DEC 14, 2020
Data ends: JAN 22, 2021
Date reported: JAN 25, 2021

COMPREHENSIVE REPORT

Continued from previous page

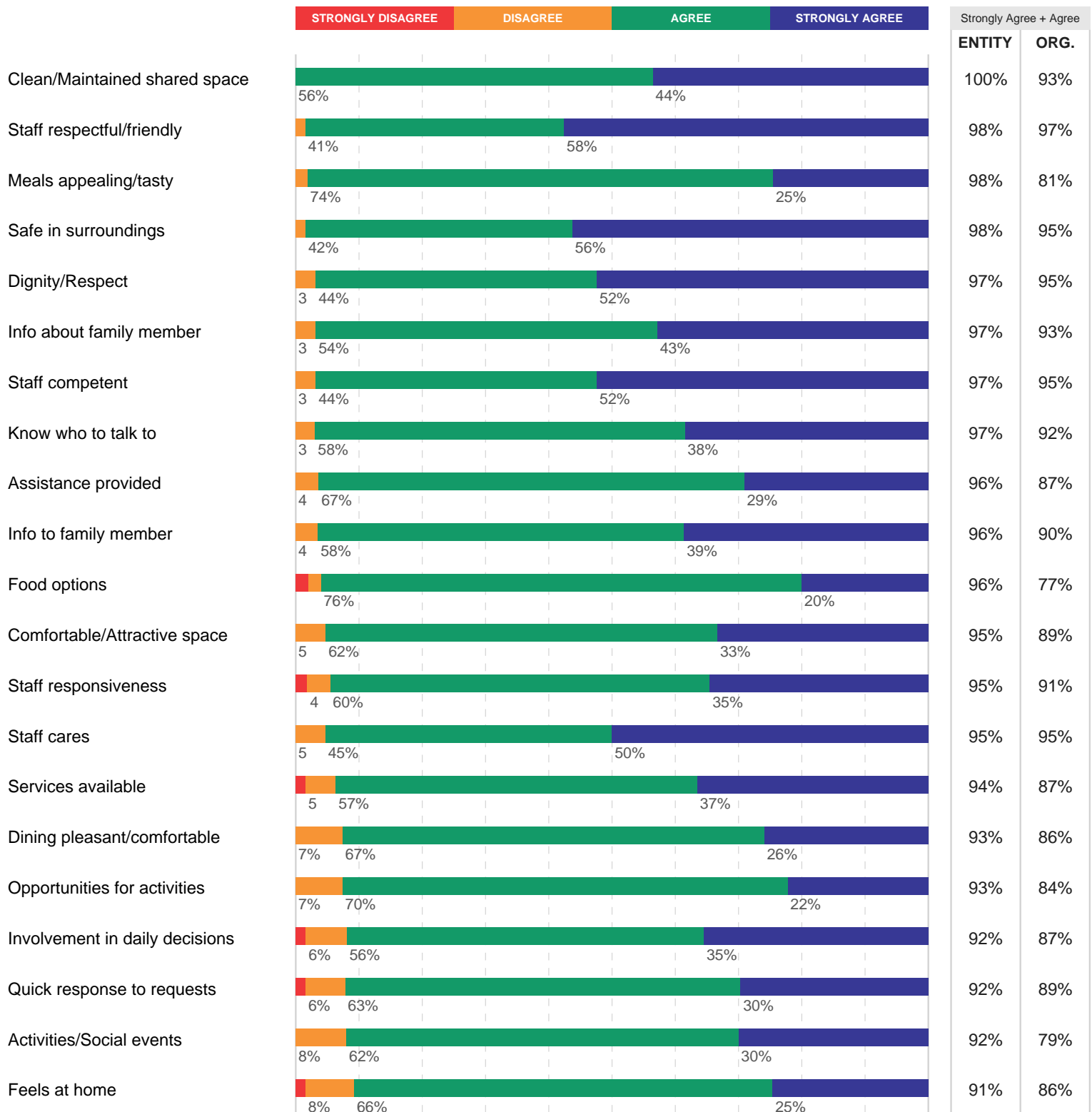


**CARE COMMUNITY
FAMILY EXPERIENCE SURVEY
RATINGS BY ITEM**

Data begins:
Data ends:
Date reported:

**DEC 14, 2020
JAN 22, 2021
JAN 25, 2021**

COMPREHENSIVE REPORT



Continued on next page

110

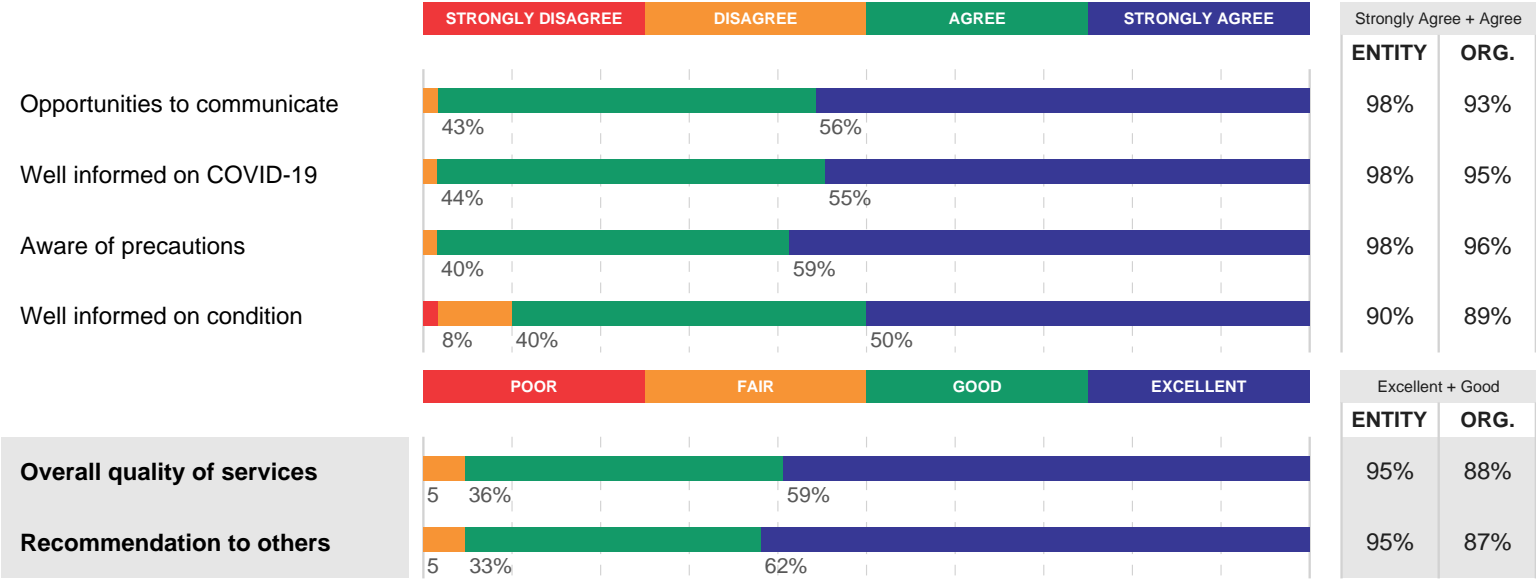
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CARE COMMUNITY

FAMILY EXPERIENCE SURVEY

RATINGS BY ITEM

Continued from previous page



CARE COMMUNITY

FAMILY EXPERIENCE SURVEY

SURVEY ITEMS BY DOMAIN

ITEM NO. LABEL

ITEM AS IT APPEARS ON THE SURVEY

CARE QUALITY

5	Staff competent	Staff helping my family member are competent at what they do.
6	Quick response to requests	My requests are responded to quickly.
7	Know who to talk to	I know who to talk to if I have an issue or concern.
8	Activities/Social events	My family member is comfortable attending activities and social events.
9	Opportunities for activities	My family member has opportunities to engage in activities throughout the day.

QUALITY OF LIFE

1	Feels at home	My family member feels at home.
2	Staff cares	Staff working here really do care about me and my family.
3	Dignity/Respect	My family member is treated with dignity and respect by staff.
4	Staff respectful/friendly	Staff are respectful and friendly.

QUALITY OF SERVICE

10	Services available	Services to meet my family member's personal needs are readily available.
11	Involvement in daily decisions	I am involved in making decisions about my family member's daily routines and healthcare.
12	Info to family member	Staff gives my family member the information he/she needs.
13	Info about family member	Staff gives the family information needed about their family member.

DINING EXPERIENCE

14	Meals appealing/tasty	Meals served are appealing and tasty.
15	Dining pleasant/comfortable	The dining experience is pleasant and comfortable.
16	Assistance provided	Adequate assistance is provided during meals.
17	Food options	My family member can eat what he/she wants when hungry.

ENVIRONMENT

18	Comfortable/Attractive space	The living space is attractive and comfortable for my family member.
19	Clean/Maintained shared space	Shared spaces in this community are clean and well maintained.
20	Staff responsiveness	Staff is responsive when I report a problem or repair need.
21	Safe in surroundings	My family member is safe and secure living here.

GLOBAL

22	Recommendation to others	Overall, how would you recommend this care community to others?
23	Overall quality of services	How would you rate the overall quality of services provided by this care community?

ORGANIZATION-SPECIFIC

24	Well informed on COVID-19	I am kept informed about the impact of COVID-19 within the care community.
25	Well informed on condition	I am kept well informed about the condition of my loved one during this pandemic.
26	Aware of precautions	I am aware of the precautions taken to protect my loved one during this pandemic.
27	Opportunities to communicate	I have opportunities to communicate with my loved one during this pandemic.

COMMENTS:

CARE QUALITY

What is one thing we could do to improve the quality of care for your family member?

QUALITY OF LIFE

What is one thing we could do to improve your family member's quality of life?

QUALITY OF SERVICE

What is one thing we could do to improve our service?

DINING EXPERIENCE

What is one thing we could do to enhance our dining services?

ENVIRONMENT

What is one thing we could do to enhance the environment here?

GLOBAL: THREE WORDS

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

GLOBAL

Any other comments?