

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

VMC2025-01

Monday, February 10, 2025

1:00 P.M.

Electronic Participation Meeting

Members:

Councillor Ron Ashmore
Deputy Mayor Charlie McDonald
Councillor Mike Perry
Councillor Emmett Yeo

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	
	Director Faber to call the meeting to order, to allow for the annual Appointment of Chairperson and Vice Chairperson.	
2.	Appointment of Chairperson and Vice Chairperson	
3.	Adoption of Agenda	
	Resolved That the February 10, 2025 agenda be adopted as circulated.	
4.	Disclosures of Pecuniary Interest	
5.	Deputations and Presentations	
6.	Approval of the Minutes of the Previous Meeting	4 - 7
	Resolved That the minutes of the Victoria Manor Committee of Management meeting held December 9, 2024, be adopted as circulated.	
7.	Business Arising from Previous Meetings	
8.	Correspondence	
8.1	Ontario Health Memo January 27, 2025 - Approach to 2025/26 Service Accountability Agreements	8 - 8
9.	Reports	
9.1	Financial Update - Sienna Staff	
	Resolved That the Financial Update from Sienna Staff, be received for information.	
9.2	Memorandum - 001 2024 Victoria Manor Operating Surplus	9 - 9
	Resolved That the February 10, 2025 Memorandum - 001 from Carolyn Daynes, regarding the 2024 Victoria Manor Operating Surplus, be received, and;	
	That The Victoria Manor Committee of Management recommend to Council of the City of Kawartha Lakes that the 2024 Manor surplus, either in whole or part, be transferred to the City Capital Contingency reserve and committed to Manor capital. The amount of the transfer will be limited to the overall City surplus for the 2024 year end.	

9.3 Victoria Manor Operations Report to Committee of Management,
December 2024

10 - 50

Resolved That the Victoria Manor Operations Report to Committee of Management, December 2024, provided by Sienna Senior Living, be received for information.

10. Closed Session

10.1 Victoria Manor Confidential Operations Report to Committee of Management, December 2024, Municipal Act, 2001 s.239(2)(b)(d)(e)

10.2 VMC2025-01 Directors Private and Confidential Report, Municipal Act, 2001 s.239(2)(b)(d)(g)

11. Matters from Closed Session

12. Other New Business

13. Next Meeting

April 21, 2025, Electronic Participation, commencing at 1:00 p.m.

14. Adjournment

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

VMC2024-006
Monday, December 9, 2024
1:00 P.M.
Electronic Participation Meeting

Members:
Councillor Ron Ashmore
Deputy Mayor Charlie McDonald
Councillor Mike Perry
Councillor Emmett Yeo

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1. Call to Order

Chair McDonald called the meeting to order at 1:03 p.m. Councillor Ashmore and Councillor Perry were in attendance.

Director Cheryl Faber, Treasurer Carolyn Daynes, Executive Assistant Holly Russett, Executive Director Pamela Kulas and Senior Manager Operations Finance Michael Spray were also in attendance.

Absent: Councillor Yeo

2. Adoption of Agenda

VMC2024-043

Moved By Councillor Perry

Seconded By Councillor Ashmore

Resolved That the December 9, 2024 agenda be adopted, with one addition to New Business, Local Priorities Funding announcement.

Carried

3. Disclosures of Pecuniary Interest

There were no declarations of pecuniary interest disclosed.

4. Deputations and Presentations

There was no deputations and presentations.

5. Approval of the Minutes of the Previous Meeting

VMC2024-044

Moved By Councillor Perry

Seconded By Councillor Ashmore

Resolved That the minutes of the Victoria Manor Committee of Management meeting held on September 24, 2024, be adopted as circulated.

Carried

6. Business Arising from Previous Meetings

No business arising

7. Reports

7.1 2025 Budget Verbal Update - Director Faber

VM2024-045

Moved By Councillor Perry

Seconded By Councillor Ashmore

Resolved That the 2025 Budget verbal update by Director Faber, be received for information.

Carried

7.2 Financial Update - Sienna Staff

VMC2024-046

Moved By Councillor Ashmore

Seconded By Councillor Perry

Resolved That the Financial Update from Sienna Staff, be received for information.

Carried

7.3 Victoria Manor Operations Report to Committee of Management, August and September 2024

VMC2024-047

Moved By Councillor Ashmore

Seconded By Councillor Perry

Resolved That the Victoria Manor Operations Report to Committee of Management, August and September 2024, provided by Sienna Senior Living, be received for information.

Carried

7.4 Memo-006 Ontario Health 2025-26 Quality Improvement Plan Priorities

VMC2024-048

Moved By Councillor Ashmore

Seconded By Councillor Perry

Resolved That Memo-006 Ontario Health 2025-26 Quality Improvement Plan Priorities, be received for information; and

That Staff prepare the 2025-26 Quality Improvement Plan for Deputy Mayor McDonald to sign for submission to Ontario Health.

Carried

7.5 Memo-007 Committee Meeting Dates for 2025

VMC2024-049

Moved By Councillor Perry

Seconded By Councillor Ashmore

Resolved That Memo-007 Committee Meeting Dates for 2025, be received.

Carried

8. Other New Business

8.1 Local Priorities Funding Announcement

VMc2024-050

Moved By Councillor Perry

Seconded By Councillor Ashmore

Resolved That Committee accept Local Priorities Funding; and

That staff are delegated to sign the funding agreement and return to Ontario Health.

Carried

9. Next Meeting

February 10, 2025, Human Services Boardroom or electronic meeting, commencing at 1:00 p.m.

10. Adjournment

VMC2024-051

Moved By Councillor Perry

Seconded By Councillor Ashmore

Resolved That the Victoria Manor Committee of Management Meeting adjourn at 2:03 p.m.

Carried



Memo

Date:

January 27, 2025

To: CEOs/Executive Leads of Long Term Care Homes

From: Susan deRyk, Chief Regional Officer, Central and West, Ontario Health
Scott Ovenden, Chief Regional Officer, Toronto and East, Ontario Health
Brian Ktytor, Chief Regional Officer, North East and North West, Ontario Health

Re: Approach to 2025/26 Service Accountability Agreements

Purpose and Background

This memo provides an overview of the planned approach to 2025/26 SAAs and our ongoing planning efforts.

Approach to the 2025/26 SAAs

Extending the Current Agreement

The current Hospital Service Accountability Agreements (HSAAs), Multi-Sector Service Accountability Agreements (MSAAs) and Long-Term Care Home Service Accountability Agreements (LSAAs) will be extended to March 31, 2026. The extension will include all existing obligations and balanced budget waivers for hospitals, where applicable. Providers will not be asked to submit a Hospital/Community/Long-Term Care Home Accountability Planning Submission (HAPS/CAPS/LAPS) in preparation to generate the 2025/26 extension.

Amending the Agreement

Once 2025/26 funding details are confirmed, Ontario Health will work with providers on planning and updating the agreements to add the new funding and targets as required.

Continued Focus on SAA Modernization

In parallel, Ontario Health will continue to work across sectors and with the Ministries of Health and Long-Term Care on revisions to SAAs with an emphasis on performance obligations. The aim of this work is to ensure alignment with system goals. Sector partners will be engaged in this work starting Q4 2024/25, and a further communication on this will follow. Following finalization of performance obligations, the SAA will be amended to incorporate.

In the meantime, if you have any questions, please reach out to OH-Toronto.Accountability@ontariohealth.ca

Memorandum - 001

Date: February 10, 2025
To: Victoria Manor Committee of Management
From: Carolyn Daynes, Treasurer
Re: 2024 Victoria Manor Operating Surplus

City staff have updated the 2024 year-end financials for Victoria Manor. The Manor has ended the year with a surplus of \$775,722. In 2023, the Manor was in a surplus position of \$1,333,865 and Council approved, through the 2023 Surplus Disposition report, the transfer of \$1,000,000 to the Manor Capital Reserve and committed to capital projects as recommended in the Victoria Manor Strategic Facility Master Plan. In 2023, the overall City financial position was a surplus of approximately \$3M. It is too early to project whether the City will end the 2024 year with an overall surplus. Staff recommend, in the interim, that the Committee of Management indicate how the members want the 2024 Manor surplus distributed. Staff are recommending the following resolution be adopted at the Committee of Management Meeting:

That the Victoria Manor Committee of Management recommend to the Council of the City of Kawartha Lakes that the 2024 Manor surplus, either in whole or part, be transferred to the City Capital Contingency reserve and committed to Manor capital. The amount of the transfer will be limited to the overall City surplus for the 2024-year end.

The Treasurer will include this resolution in the 2024 Surplus Disposition Report and use it to support the Manor Committee of Management direction as stated above.

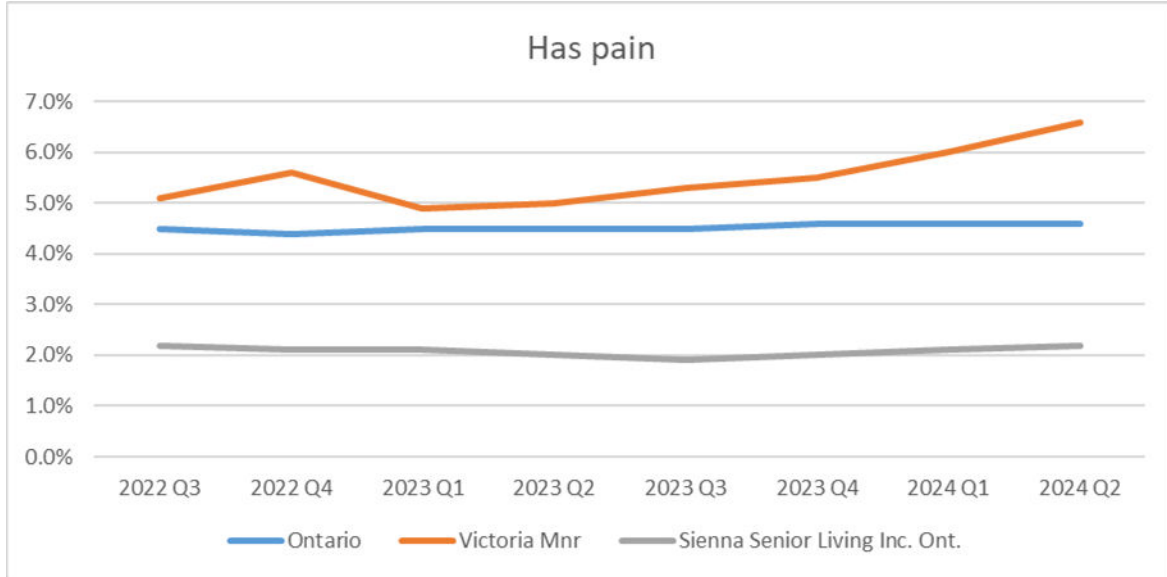
Executive Director Operations Non- Confidential Report December 2024



Scorecard: Quality

Leadership & Quality

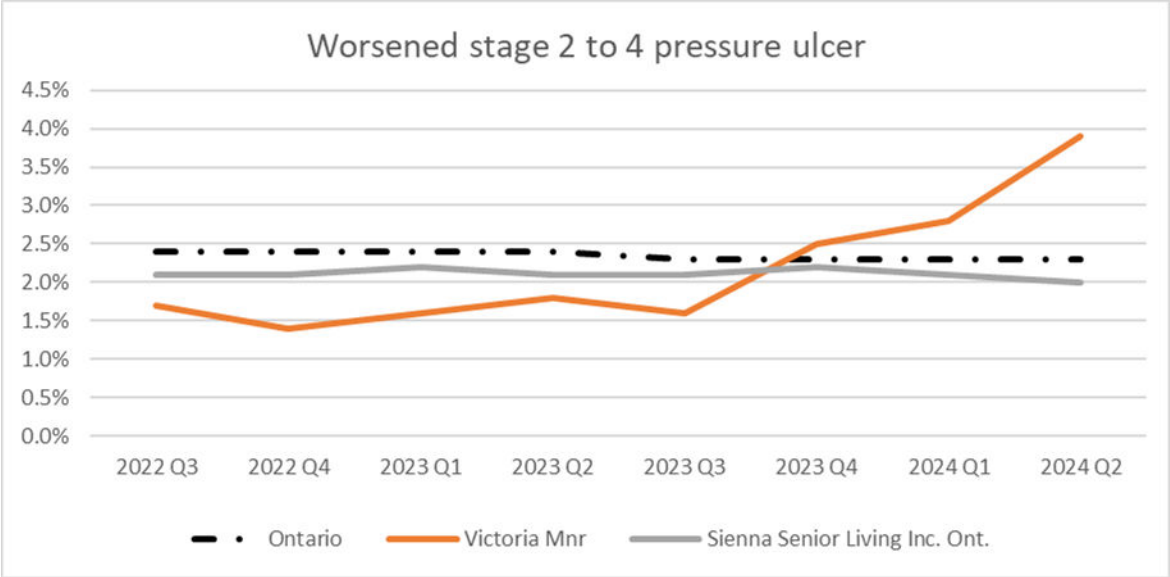
- Quarter 2 CIHI Data 2024 (July to September 2024)



Clinical performance for **Has Pain** continues to trend higher than provincial average.

Actions that have been implemented include:

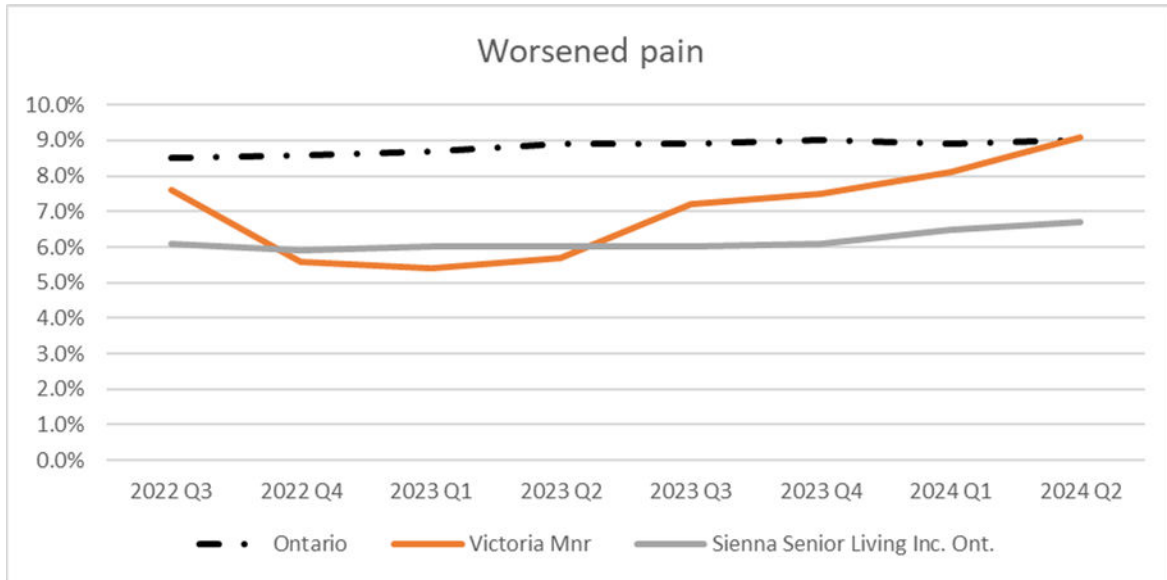
- The in home Nurse Practitioner will complete a focused review of residents who are experiencing pain
- Specific assessment tools for identifying pain in cognitive and non-cognitive residents will continue to be utilized.



Victoria Manor is trending higher than the Ontario Provincial Average for **Worsening Stage 2 to 4 Pressure Ulcers**.

Actions that have been implement include:

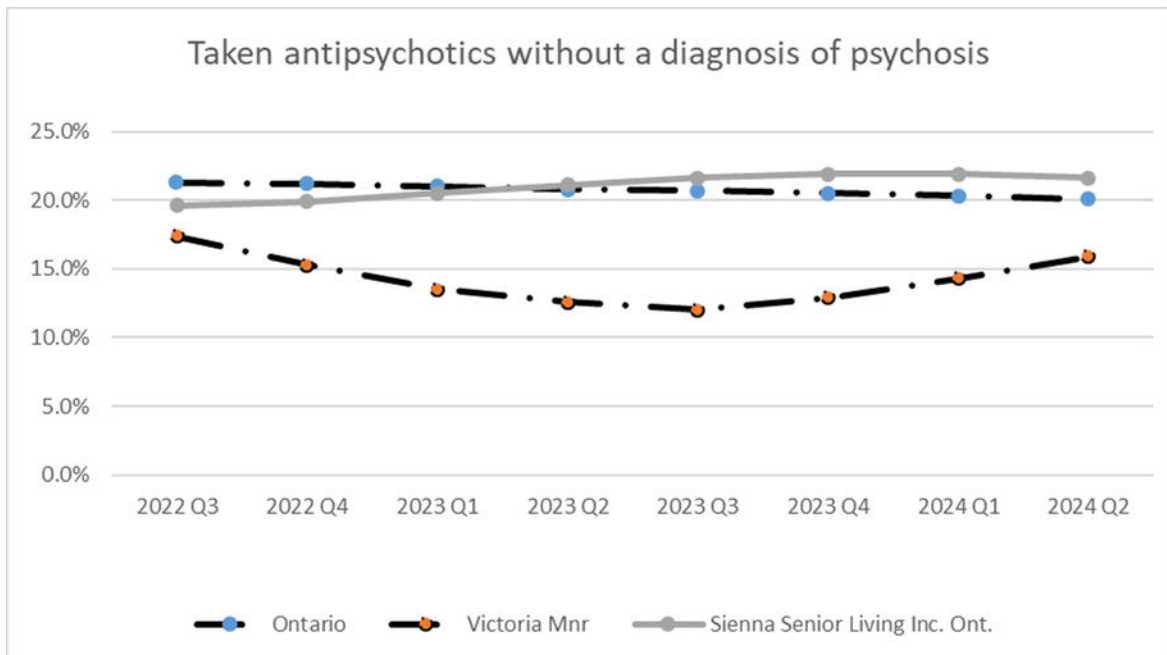
- Education to be provided to registered staff to enhance assessment skills and documentation.
- Tablets to be purchased to support improved point of care documentation



Clinical performance for **Worsened Pain** is trending higher than the Ontario Provincial Average.

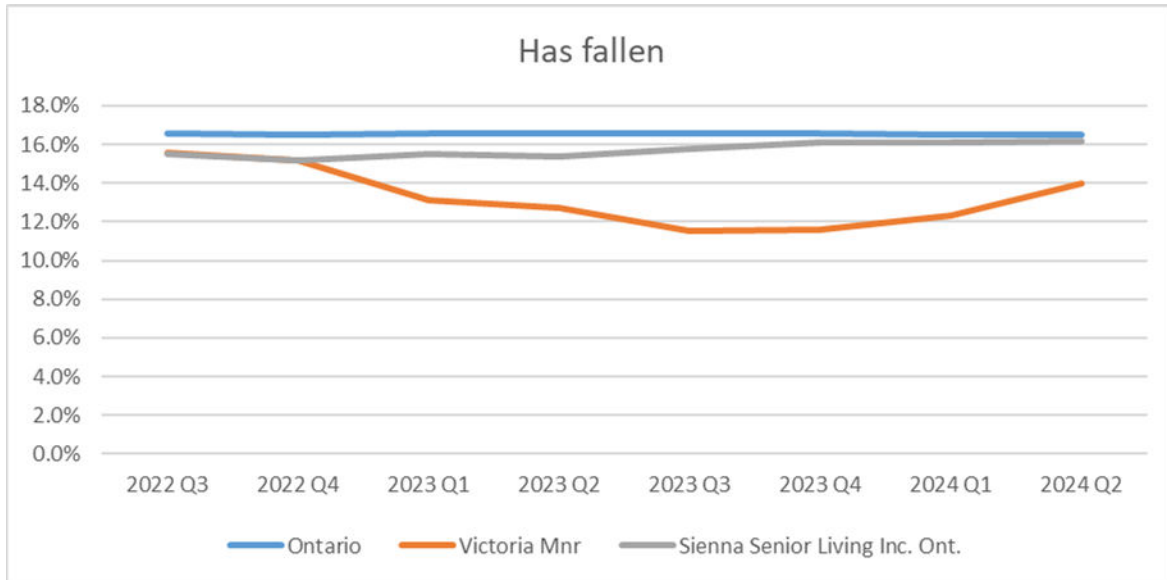
Actions that have been implement include:

- The in home Nurse Practitioner will complete a focused review of residents who are experiencing worsened pain
- Specific assessment tools for identifying pain in cognitive and non-cognitive residents will continue to be utilized.



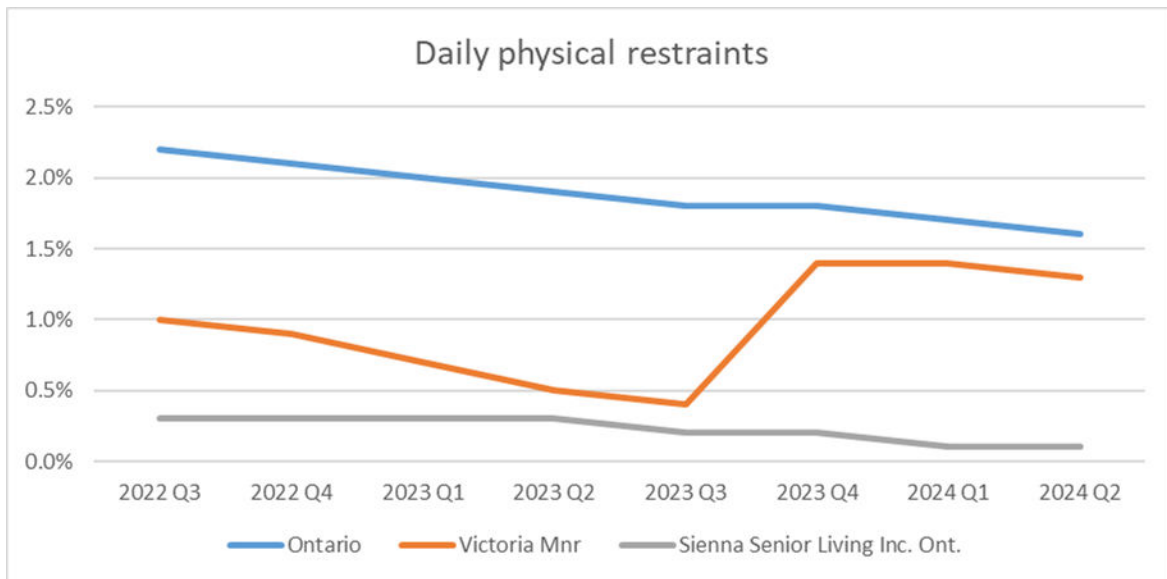
Clinical performance for the **Use of Antipsychotics Without a Diagnosis of Psychosis** continues to exceed both the Ontario Provincial Average & Sienna Benchmark.

Plan - continue with current approach.



Victoria Manor continues to performance better than both the Ontario Provincial Average and Sienna average for the indicator **Has Fallen**.

Plan - continue with current approach.



Victoria Manor continues to perform better than the Ontario Provincial Average for the use of **Daily Physical Restraints**.

Plan – continue with current approach

Overall, the Sienna Clinical Partner will do a review of the above clinical areas to verify data and provide direction to reverse any upward trending.

MLTC Compliance Orders / Inspection Findings Summary

Two inspectors from the Ministry of Long Term Care were at Victoria Manor October 21-25, 28-31, 2024 and November 1, 2024 to complete a follow up and critical incident inspection.

The following previously issued Compliance Order was found to be in compliance:

Order #001 from inspection #2024-1592-0001 related to O.Reg 246/22, s.102 (2)(b)

The following inspection protocols were utilized during this inspection:

1. Resident Care and Support Services
2. Medication Management
3. Food, Nutrition and Hydration
4. Infection Prevention and Control
5. Safe and Secure Home
6. Responsive Behaviours
7. Staffing, Training and Care Standards
8. Falls Prevention and Management

REPORT NO.	INSPECTION DATE DD/MTH/YY	TYPE OF INSPECTION	FINDINGS			
			EXPLANATIONS	WRITTEN NOTIFICATIONS	COMPLIANCE ORDER	NO FINDINGS
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.5 Failure to lock the doors in the Family Friendly rooms where food is kept.	Yes		
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.6(1) (c) Documentation regarding the use of all day sling missing from care plan	Yes		
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, z.6 (11)(b) Failure to ensure different approaches were considered no revisions made to the plan of	Yes		

			care			
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.28 (1) 2 Failure to report abuse immediately.	Yes		
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.154 (1)1 O.Reg. 246/22, s.20(a) Communication and response system in common areas not installed.	Yes		
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.154 (1) 1 O.Reg. 246/22, s.26 Failure to follow manufacturer's instructions regarding an all day sling	Yes		
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.154 (1)1 O.Reg.246/22, s.54(3) Falls prevention equipment was not readily available	Yes		
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.154(1) 1 O.Reg. 246/22, s/58(4)(c) Failure to ensure that interventions are put in place	Yes		

			for a resident with responsive behaviours.			
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCa, 2021, s.154(1)1 O.Reg.246/22, s.108(1) Complaint response not sent to complainant within 10 business days.	Yes		
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCa, 2021, s.154(1)2 FLTCa, 2021, s.82(2) Failure to provide education to security/agency staff		Yes	
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCa, 2021, 154(1)2 O.Reg 246/22, s.102(7)3 Licensee shall ensure that the IPAC lead oversees the delivery of education to all staff, caregivers, volunteers, visitors and residents.		Yes	
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCa, 2021, s.154(1)2 O.Reg. 246/22, s.102(12)4 The licenses shall ensure that tuberculosis		Yes	

			screening measures are in place.			
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.154(1)2 O.Reg 246/22, s.252(3) A copy of the vulnerable sector police check for agency staff must be kept in the home		Yes	
2024-1592-0003	21/10/24 to 02/11/24	Critical Incident	FLTCA, 2021, s.154 (1)2 O. reg 246/22, s.281(1) A process for maintaining Records for qualifications, training records, police checks, Tb skin results must be in place.		Yes	

The report included several requirements of the Inspector to change approaches to education of staff and agency staff. A review was conducted by Sienna and included external Counsel. Subsequently an appeal of said requirements was forwarded to Appeals at Ministry of Long Term Care. The Director reviewed the submission and concluded that the provisions noted as excessive will be removed from the report and a new report will be issued. The Compliance Orders still stand however the requirements to bring these areas back into compliance have been adjusted as requested.

A Compliance Action Team including Sienna Corporate leaders is in place and meeting weekly to ensure that all requisite follow up is conducted and the compliance due dates are met.

Scorecard: People

Human Resources & Occupational Health and Safety

a. Ministry Long Term Care Staffing Reports

	Q1 (Apr-Jun 2023)	Q2 (Jul-Sept 2023)	Q3 (Oct-Dec 2023)	Q4 (Jan-Mar 2024)	Q1 (Apr-Jun 2024)	Q2 (Jul-Sept 2024)
Direct Care Hours	2.92	2.97	3.12*	3.05	3.06	3.03
Allied Health Care Hours	0.73	0.71	0.71	1.23 **	1.19	2.02***

*change in reporting includes Nurse Practitioner hours

**change in reporting includes Dietary team member hours

***change in reporting includes 1:1 monitoring hours

b. Number of vacancies (Dec 31, 2024)

Position	Full Time Permanent	Part Time Permanent	Full Time Temporary	Part Time Temporary
Personal Support Worker	0	6	0	10
Registered Practical Nurse	0	6	1	1
Registered Nurse	0	0	1	0
Resident Care Aide	0	0	0	0
Dietary	0	1	0	1
Building Services	0	1	0	0
Maintenance	0	0	0	0
Life Enrichment	0	0	0	0
Leadership	0	0	0	0

c. New Hires (December 2024)

Position	Full Time	Part Time
Personal Support Worker	0	0
Registered Practical Nurse	0	0
Registered Nurse	0	0
Resident Care Aide	0	0
Dietary	0	1
Building Services	0	0
Maintenance	0	0
Life Enrichment	0	0
Leadership	0	0
TOTAL Hired	0	1

Recruitment and Turnover Summary 2024

Position	Number of Hires	Turnover (includes voluntary and involuntary)	Turnover %	Turnover in the 1 st 3 months
Personal Support Worker	21	17	14.5	2
Registered Practical Nurse	4	5	20	2
Registered Nurse	6	3	23	0
Resident Care Aide	2	4	50	0
Dietary	13	9	31	2
Building Services	5	4	50	1
Maintenance	1	1	50	0
Life Enrichment	1	1	12.5	0
Nursing Admin (DOC/ADOC/Scheduler/Clerk)	1	1	14.2	0
Admin (Reception/Office)	0	0	0	0
Total	54	45	26.5%	7 (12.9%)

Ministry of Labour / Inspections / Findings Summary

- No Inspections

Team Member Engagement

Action plan to focus on Freedom of Opinion, Recognition and Mission (Strategy) developed and finalized in collaboration with team members.

Operations and Care Services Delivery

Occupancy

- 99%

Resident & Family Satisfaction Survey

Currently, our community's overall Resident & Family Survey Net Promoter Score (NPS) for 2024 is: 44

- Residents gave a NPS of: 44
- Families/friends gave NPS of: 43
- 55% of residents & families/friends responded that they were Extremely Likely to recommend our community (57% of residents and 53% of families/friends)

We heard from a total of 185 residents and families in 2024 (82 residents and 103 families/friends).

The top category of comments we are seeing so far this year is: Staff, which includes the sub-categories of Clinical Care and Service Excellence. We have identified our greatest area of opportunity for improvement to be related to Service Excellence based on analysis of all comments provided, which includes sentiments expressed, actionability, and relative importance to someone's likelihood to recommend.

Taking Action

We check our results regularly and bring monthly reporting to our community's Leadership & Quality Committee to identify themes and action plans for improvement. A full report of our results and actions we have implemented in response will be brought to our Residents' and Family Councils each quarter, and we also incorporate the feedback we receive into our annual Quality Improvement Plan.

Environmental & Dietary Highlights

- Environmental Services
 - Replacement of Window curtain in resident rooms
 - Replacement of Privacy curtains in resident rooms
 - Completion of baseboard heater installation in all resident rooms and at entry ways
 - Lighting upgraded in dining space, auditorium and lobby
 - Wall and painting in auditorium, tub rooms, and hallways
 - Call Bell System patch installed
 - Victoria Garden door repairs including the addition of closers and added insulation
 - New furniture in resident space
 - Floor cleaning and waxing project completed in all common areas
 - Sound system installed in auditorium

- Dietary Services
 - Purchased new hot carts to transfer hot food in the serveries
 - Purchased new Rational Oven for the main kitchen
 - Executed theme menus for Christmas & New Year days selected by residents

Clinical Highlights

- 100 % of nursing team educated on safe lift and transferring in 2024

Resident Experience Highlights

- In December, due to an outbreak we enjoyed two Resident and Family Christmas Parties. On December 5th MacMillan & Vaga House celebrated and on December 27 Victoria & Elford House celebrated. Residents and their family members enjoyed lots of food, a picture booth, silent auction and live entertainment.
- Residents enjoyed a Christmas Light Tour on the evening of December 17th to see the Christmas lights and décor around Lindsay neighborhoods.
- Each and every resident was gifted a Christmas plant from the Lindsay Garden Club

- Santa Claus came for a visit on December 23rd for pictures with Santa
- On December 24th, residents enjoyed the annual Swiss Chalet Festive Feast Luncheon.

Resident Council Highlights

- Reviewed Proactive Inspection Report
- Reviewed Emergency Plan
- Concern form submitted related to food temperatures – concern resolved

Family Council

- Behavioural & Psychological Symptoms of Dementia presentation
- Reviewed draft terms of reference and code of conduct
- Recommendation form submitted to request ability to eat a meal with a resident – response provided to council

Family & Resident Communication

- **2024-12 Newsletter Victoria Manor (Attachment A)**
- **2025-01 Newsletter Victoria manor (Attachment B)**

Living the Culture

“Cultivating Happiness in Daily Life” is what we do each and every day.

Shared with permission from family.

Sent by Joan McInnes' family

I'd like to express my sincere and genuine gratitude for the exceptional care and compassion your team provided to Mum these last several years. The team has gone above and beyond countless times to not only provide a healthy and safe environment but did so with extraordinary humanity. The empathy and kindness shown by treating Mum and fellow residents like people, not patients, is what made all the difference in our eyes. You should be extremely proud of the team you have on hand, please pass along my heartfelt thanks and gratitude to each and every one of them.



Victoria Manor Connection

December 5, 2024

Welcome to the December edition of our Connections Newsletter! As December arrives, we embrace the spirit of celebration, warmth, and togetherness. This month brings a festive season of joy, where we gather to share special moments and reflect on the year gone by. As we prepare for holiday traditions and time spent with loved ones, let us remember the kindness, resilience, and community that have carried us through. Happy Holidays!

Message from our Executive Director

When I take the time to reflect on the past year and think about all the wonderful times we have experienced together to cultivate happiness in daily life, it makes me smile. Not only is reflection healthy, studies show that reflection is the most important part of the learning process and the only way for us to grow.

As 2024 comes to a close, may I encourage you to spend some quiet time alone and embrace the power of reflection.

Here are some questions you may consider reflecting upon:

- What is something I accomplished this year that I am proud of?
- What is something I did this year that I think will be remembered for the rest of my life?
- If I could have changed one thing this year, what would it have been?
- What is something that was hard for me at the start of the year but is easy now?
- What are the three most important things I have learned this year?
- What three things did I do this year to help those around me?
- Which person has made the biggest impact in my life this year? Why?
- What was the nicest thing someone did for me this year?
- Knowing what I know now, if I would travel back in time to start 2024 over, what advice would I give myself?
- What should I do differently next year?
- What are my most important goals for next year?
- How am I planning to achieve them?

On behalf of the entire team at Victoria Manor may you experience peace and joy as you reflect during this holiday season.

Warmest Regards,
Pamela Kulas, Executive Director

What's happening around the Community

Welcome!

In the month of November, we welcomed some new residents to our community. If you see them throughout the home, please introduce yourself to:

- Joan C.
- Ruth I.
- Peggy H.
- Joan M.
- Ellen R.

December Birthdays!

Don't forget to wish our Sagittarius and Capricorns all the best on their special day. We will celebrate them at the December birthday celebration on December 16th at 2:00pm in the auditorium.

Events and Activities

We have so many exciting programs and activities being offered this month, here are just a few highlights.

December 3 – Community Crew

December 4 - BINGO

December 4/18 – Music Therapy

December 5 – Resident and Family Christmas Party

December 9 – Reindeer Games

December 10 – Wrapping Table from 10am to 3pm

December 11 – A Taste of India

December 11 – St. Paul's Church Service

December 12 – St. Domenic's Choir

December 16 – Birthday Party with Keith Kirkpatrick

December 17 – 2Brews Pub

December 17 – Christmas Lights tour around Lindsay

December 18 – Residents' Council

December 19 – St. Mary's Church Service

December 19 – Christmas Cookie Bake Off

December 20 – Christmas Church Service with Rev. Ed Call

December 24 – Swiss Chalet Luncheon

December 24 – Spreading Christmas Cheer

December 31 – NYE social and Pub

Welcome Team Members

Please join me in welcoming these team members to Victoria Manor:

- Jo-Anne P., Cook
- Madison H., PSW
- Kyle J., Cook
- Steve K., Building Services
- Gail Kitamura, Director of Care
- Ayen J., Dietary
- Kimmy Q., Dietary
- Katelynn D., PSW
- Taniya Sharma, RN

Cultivating Happiness!

This month, we want to recognize Michael Harwood for the extraordinary work they do to cultivate happiness in daily life for our residents. Michael is our Maintenance Coordinator and hero. He joined the team in May 2022.

Michael is constantly working around the entire home, fixing everything and anything for both residents and team members. If there is a problem or an emergency, somehow he shows up just at the right time and fixes the issue without complaint. Michael is happy to help our residents any way he can; whether it be moving around their furniture, putting up TV's and photo's or helping to set up a room for a resident before they even move in. We are grateful for the work that he does and understand how important he is to the home. Thank you Michael for making our day so much easier and having such an impact in our residents lives.

Looking to connect with another member of the team? Check out the ***How can we help you*** section of the newsletter to find our contact information.

Memorable Moments

Big thanks to all our Team Members who dressed up for Hallowe'en!

Heather, the zombie, won best single costume, and the Sumo Wrestlers won best group costume at our Hallowe'en Party on October 31st



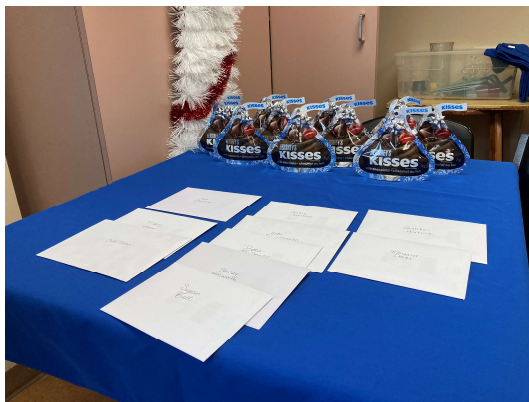
Festival of Trees Outing – Bobcaygeon Settler’s Village

On November 13th a group of residents enjoyed a bus outing to take in the lights and trees at the annual Festival of Trees! They even enjoyed a special visit from Santa Claus!



GEMS Appreciation Brunch

On November 20th, we had the opportunity to celebrate the GEMs at Victoria Manor who make our home a great place to live and work. GEMs are residents who take on a helping role within the community. Whether it be helping the Life Enrichment Team prepare for our weekly luncheons, or being a listening ear to co-residents, these residents go above-and-beyond to cultivate happiness in daily life at Victoria Manor. Thank you to all of our GEMs. We hope you enjoy these photos from our Appreciation Brunch and a few shots of our GEMs in action!



Margaret has been helping with our Luncheon Prep & our mail delivery on Wednesday afternoons!

Hennie (*left*) & Shirley (*right*) are regular luncheon helpers but also often found comforting and supporting their co-residents throughout



Carol (*left*) is the caretaker & advocate for the many outdoor cats who call Victoria Manor home. Mickey (*right*) is an important part of our Resident Council – our treasurer!



Margaret playing piano for a full house



Bettie, Gretchen & Ushi helping prepare lunch for Elford House residents.

Jean ensuring Elford House is festive and decorated



Family Council

The Council plans to meet next on December 9th at 1:30pm. This meeting is open to all family members of current residents.

Our Family Council is always looking for new members to help make our community a great place to live, visit, and work. Please reach out to Holly Speedie, hspeedie@kawarthalakes.ca if you are interested in joining this engaged group.

Residents' Council

The next Residents' Council meeting will be on December 18th at 2:00pm in the activity room and all residents of our community are welcome.

Gift Ideas for Loved Ones in Long-Term Care

Gift shopping for your loved ones in long-term care can be challenging. Have a look at the list of suggestions below and remember to label any new items coming in. If you would like to have your gift labeled before Christmas, drop it off to reception in a bag, with your name and contact number. The reception team will contact you when it is ready to be picked up!

- A Digital Photo Frame (Check out the brand - Frameo)
- A 2025 wall calendar
- Joy for All animatronic dog, cat or bird
- A photo collage or scrapbook of family memories
- Word search books, jigsaw puzzle, coloring books and pencil crayons
- Photo books of a special interest (i.e. Trains, Trucks, Dogs, Flowers)
- Large screen clock that displays the date, time of day and time
- A special comforter or quilt for their bed
- A cozy robe / housecoat
- Chicken Soup for the Soul books to read together
- A memoir or guided journal to fill out together
- Adaptable clothing or footwear
- A visit to our in-house hairdresser or foot-care nurse
- Lava lamp or other sensory stimulating type projection lights
- Audio book set-up

Celebrating the Holidays



The sounds and scents of the holiday season are filling the air, and our community has a calendar of exciting events planned. This time of year provides many opportunities for team members, residents, families, and friends to engage and share holiday traditions. Be sure to review the December calendar so you can join in the festivities.

This holiday season, we hope you can share time with your loved ones and our team enjoying family traditions (or creating new ones!), and of course savouring your favourite meals and holiday goodies! As you think about making connections, whether your loved ones are near or far, check out the Sienna website Meaningful Visits section with tips, tricks, and resources to support you to make the most of your visits: <https://www.siennialiving.ca/family-resources/meaningful-visits>. Please also make use of the Meaningful Visits Kit available to you in our community.

Some ideas for meaningful connections this month include:

- Share memories and reflect on past traditions and annual events
- Bring in a favourite seasonal drink or dessert
- Have family members send a card or letter in the mail
- Book a virtual visit
- Sing or listen to traditional music
- Just being present. Physical touch can be comforting. Hold hands.
- Join a program or event at the community
- Bundle up and sit outside or go for a walk
- Decorate your/your loved one's room
- Use the Meaningful Visits Kit in the community. Ask the Director of Programs where to find it if you need help

You and yours may be celebrating a traditional holiday like Hanukkah, Christmas, Kwanza, Dongzhi, Yule, Ōmisoka, or another seasonal celebration, or simply enjoying the peace and reflection that comes with

the closing of the year. No matter how you enjoy the season, the team at your community wishes you joy and peace.

December Dress Up Days

Join in the fun this December and show your Christmas Spirit by participating in these special dress up days!

December 10 – Christmas Shirt Day

December 11 – Reindeer Day

December 12 – Candy Cane Day

December 13 – Red & Green Day

December 16 – Snow- MAN / FLAKE / ANGEL

December 17 – Jingle Bell Day

December 18 – Whoville Day

December 19 – Christmas Sock & Hat Day

December 20 – Ugly Sweater Day

December 23 – Elf Day

December 24 – Christmas Tree Day

Family Resources Corner: Community Living in Long-term Care

A long-term care community is home to a number of individuals with a variety of social, spiritual, cultural, and healthcare needs. It is different from a hospital, which generally provides short-term care, whereas our community is home to everyone living here.

Behavioural & Psychological Symptoms of Dementia

Some people living in long-term care experience difficulty with verbal communication and may use behaviours to communicate. These behaviours may include things like making unexpected and/or loud noises, agitation or aggression, wandering or restlessness, paranoia, and others. We call these responsive behaviours or personal expressions, and our teams are educated to support and respond to people expressing their needs in this way.

We understand that being faced with such behaviours can be challenging. We are here to help you in any way we can, and we welcome you to reach out to us with any questions or concerns. You can learn more about the resources available to you and how we can support at

<https://www.siennaliving.ca/family-resources/behavioural-and-psychological-symptoms-of-dementia>

Respectful, Inclusive, and Affirming Community

At our community, differences in race, ethnicity, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, cognitive ability, and age are acknowledged, celebrated, and welcome in all those living, visiting, and working here. We commit to making every effort to supporting residents' physical, psychological, emotional, social, and spiritual needs.

We are committed to supporting the identification and individual needs of residents who identify as Two-Spirit, Lesbian, Gay, Bisexual, Trans, Queer, Intersex, and/or additional gender and sexual minorities. Everyone has the right to be treated with respect and dignity, which includes our teams honouring individual preferences to dress in accordance with and to be identified by and referred to as their self-identified or expressed gender.

We are committed to identifying, dismantling, and eliminating racism in all its forms. We acknowledge that racism and racial discrimination continue to exist and affect the lives of not only racialized persons, but also all persons in Canada. We are committed to anti-racism and will work with all those living, working, and visiting here to identify and eliminate racism and racial discrimination as a fundamental to our environment.

We are committed to identifying, dismantling, and eliminating disability discrimination in all its forms, inclusive of discrimination based on mental, physical, developmental, and learning disabilities. We commit to supporting the accommodation of persons with disabilities in accordance with provincial accessibility legislation in a manner which most respects individuals' dignity and which recognizes the privacy, confidentiality, comfort, autonomy, and self-esteem of disabled persons.

Every person living, working, and visiting here has the right to equitable treatment. We affirm the fundamental principle of equality of all peoples and recognize the inherent dignity and worth of every person.

We understand you and your loved ones may experience different feelings about being part of a community living setting, and we welcome you to reach out to us with any questions or concerns.

How can we help you?			
How can we help you? Phone Number: 705-324-3558			
Executive Director Pamela Kulas	Ext. 1414	Office Manager Nicole Esper	Ext. 1415
Director of Care Gail Kitamura	Ext. 1413	Manager of Resident & Family Service Holly Speedie	Ext. 1427
Associate Director of Care (IPAC) - Interim Sheryl Wallis	Ext. 1424	Associate Director of Care - Interim Danielle Lohnes	Ext. 1420
Associate Director of Care Soroya Yule	Ext. 1484	Manager Building Services Ken Kitamura	Ext. 1416
Manager of Dietary Services Themis Meletiou	Ext. 1406	Life Enrichment Supervisor Rachel Edmondson	Ext.1417

Thank you for reading our latest Connections Newsletter. If you have suggestions about how we can improve, please feel free to email them to: hspeedie@kawarthalakes.ca

Your Team at Victoria Manor



Victoria Manor Connection

January 2, 2024

Welcome to the January edition of our Connections Newsletter! As we embrace the new year, we reflect on the joys and milestones of the past while looking forward to the opportunities ahead. January is a time for fresh beginnings, and we're excited to share another year of meaningful programs, special events, and cherished connections with our vibrant community. Here's to a happy and healthy year ahead!

Message from our Executive Director

Finding Joy in 2025: A New Year Reflection

Happy New Year, and welcome to 2025! As we embark on this new year, there's one word that resonates with me: *joy*. This small word holds so much power, and it has the ability to brighten even the darkest of days. The word *joy* in the dictionary is defined as "the emotion of great delight or happiness caused by something exceptionally good or satisfying." It's a word that captures the essence of what makes life meaningful and fulfilling.

For me, joy is more than just a feeling. It's a source of strength and inspiration that I find in my everyday life. As I reflect on the year ahead, I am reminded of the joy I experience by simply coming to work each day. There's something special about seeing the residents smile, hearing their laughter, and observing moments of kindness, like a team member offering a much-needed hug to a resident. These interactions bring me joy and remind me of the importance of cultivating happiness in the lives of others.

Joy is a powerful and can help us find balance, purpose, and peace in our busy lives. Think about the moments in your own life that bring you joy. It could be something simple, like:

- Hearing a song that reminds you of your childhood.
- Enjoying the first sip of coffee in the morning.
- Curling up in a warm bed while it's pouring rain outside.
- Having someone say, "Let me know when you're home safe."

I encourage you to take a moment to reflect on the word *joy*. What does joy mean to you? What are the simple, everyday things that bring you happiness? And most importantly, what will you do to bring more joy into your life in 2025?

As we welcome a new year, let's remember that joy isn't something unattainable. It's found in the little things, in the connections we share with others, and in the quiet moments of peace that we create for ourselves.

May you find true joy in 2025, in every moment of the year ahead.

Warmest Regards,

Pamela Kulas, Executive Director

You're Invited!

We look forward to connecting with you at our next virtual town hall where we will share updates and answer your questions.

We will be meeting on January 27, 2025 at 6:30 pm and will take some time to reflect on 2024.

To join the meeting, the please click this link [Click Link Here](#) and use the following:

- Webinar ID: 819 1085 5526
- Passcode: 166528

What's happening around the Community

Welcome!

In the month of December, we welcomed some new residents to our community. If you see them throughout the home, please introduce yourself to:

- Les M.
- Bill B.
- Sheilagh M.
- Bev B.

January Birthdays!

Don't forget to wish our Capricorns and Aquarius all the best on their special day. We will celebrate them at the January birthday celebration on January 22, 2025



Events and Activities

We have so many exciting programs and activities being offered this month, here are just a few highlights.

January 7/21 – 2Brews Pub

January 15 – Food Committee Meeting

January 16 – Community Crew 2025 planning

January 22 – Birthday Party with Keith Kirkpatrick
January 23 – Residents' Council
January 28 – Singing Seniors
January 29 – Chinese New Year Social

Resident & Family Surveys

Resident & Family Surveys

Each month, we reach out to a small group of residents and family members to ask you to share your experience with our community and the care, services, and programs we provide. The survey is just two questions, and your feedback is confidential.

How do I participate?

If you live here, we will provide everything you need to participate. Family members and friends, please keep an eye out for an emailed invitation from ShareYourThoughts@feedback.siennaliving.ca. Everyone will be invited to participate twice a year; the month you receive your invitation will be randomly chosen through our automated system.

We use your feedback to support quality improvements and sincerely value your opinions and suggestions. Speak to any of our team if you have questions, and **THANK YOU** for sharing your thoughts. Read on to hear more about what we've heard so far this year through the survey.

What are we hearing?

Our survey measure is called Net Promotor Score or NPS, measuring perception of the community based on one question: How likely is it that you would recommend this community to a friend or family? Respondents give a rating between 0 (not at all likely) and 10 (extremely likely) and, depending on their response, fall into one of three categories to establish an NPS score: Promoters, Passives, and Detractors.

Our Results

Each month, we share a summary of our year-to-date Resident & Family Survey results in the monthly newsletter. Currently, our community's overall NPS for 2024 is: 44

- Residents gave a NPS of: 44
- Families/friends gave NPS of: 43

- 55% of residents & families/friends responded that they were Extremely Likely to recommend our community (57% of residents and 53% of families/friends)

We've heard from a total of 185 residents and families so far in 2024 (82 residents and 103 families/friends).

The top category of comments we are seeing so far this year is: Staff, which includes the sub-categories of Clinical Care and Service Excellence. We have identified our greatest area of opportunity for improvement to be related to Service Excellence based on analysis of all comments provided, which includes sentiments expressed, actionability, and relative importance to someone's likelihood to recommend.

Taking Action

We check our results regularly and bring monthly reporting to our community's Leadership & Quality Committee to identify themes and action plans for improvement. A full report of our results and actions we have implemented in response will be brought to our Residents' and Family Councils each quarter, and we also incorporate the feedback we receive into our annual Quality Improvement Plan. If you have questions or ideas about how we can improve or serve you better, please speak with any of our managers or email us at vminquiries@kawarthalakes.ca **Thank you.**

Community Crew

Community Crew is a group of residents at Victoria Manor who aim to meet monthly. The purpose of the group is to look for and organize opportunities to contribute to and participate within our community. This could be the community of Kawartha Lakes or within our own home (Victoria Manor). With 2024 coming to a close and a new year on the horizon, we would like to take this opportunity to share with you some of the many great things this group has accomplished this year.

- The residents wrote advice on spreading kindness onto cut out pink shirts and we dropped them off to a local public school for the students to enjoy
- We collected personal care items and made care packages and cards for our local Women's Shelter

- We hosted a “Pet Adoption Day” for residents and sold homemade dog treats and cupcakes to staff. We donated \$125 to the Kawartha Lakes Humane Society
- We made 200 cupcakes for our Team Member Appreciation month
- We hosted a “Walk for Alzheimer’s” and raised \$3058.00 for the Kawartha Lakes Alzheimer’s Society
- We hosted a Veteran’s Luncheon for residents, local veterans and legion members.

The “Crew” is meeting next on Thursday, January 16th at 2pm to start planning for 2025. This is an open invitation to Residents, family members and team members. Please feel free to join us in the Activity Room while we set out to spread kindness and goodness, once again, across our community in 2025.

- Rachel Edmondson, Life Enrichment Supervisor

Memorable Moments

Resident & Family Christmas Party – December 5th

Thank you to everyone who helped us celebrate the holidays on December 5th. We are looking forward to our celebration for Victoria & Elford House on December 27th.



December Dress-up Days

Thank you to all the team members, visitors and residents who helped us bring the spirit of Christmas into the home with our many dress up days this December!



Jessica, Kimberley and Kalie from Who-Ville!



Stephanie & Lana on Christmas Shirt Day



Kalie, Victoria, Pam and Braedon all dressed up for SNOW day!



Carol with the Vaga House Tree on Red & Green Day



Janet & Dot on Red & Green Day

Holiday Visitors

We have been so fortunate to have so many visitors in from the community to help us celebrate the holidays here at Victoria Manor.



Lindsay Minor Hockey visiting with Eric after their carolling performance and gift drop off.

Our day-care carollers





The Singing Paramedics surprised us December 16th with Keith KirPatrick!

Family Council

The Council plans to meet next on February 10th at 1:30pm in the Boardroom or via Zoom invitation to be sent out closer to the meeting date.

Sent on behalf of Susan Taylor, Family Council Co-Chair:

Family Council wishes all a very Merry Holiday Season and Happy and Healthy New Year!

Our Family Council is always looking for new members to help make our community a great place to live, visit, and work. Please reach out to Holly Speedie at hspeedie@kawarthalakes.ca if you are interested in joining this engaged group.

Residents' Council

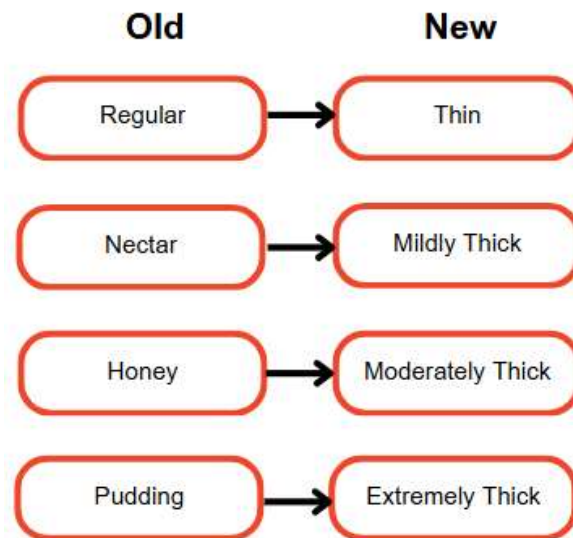
The next Residents' Council meeting will be January 23, 2025 in the activity room and all residents of our community are welcome.

Savour It: Thickened Fluids for Dysphagia

Residents with trouble swallowing, called dysphagia, often need thickened drinks to help them swallow safely. These thickened drinks make it easier to control swallowing and prevent liquids from going into the lungs. The type of thickened fluid required is assessed by a Registered Dietitian,

Speech language Pathologist or Medical Doctor. Thickened fluids vary in viscosity and are traditionally known as regular, nectar, honey and pudding.

Hospitals and nutrition vendors have collaborated on an initiative to ensure the language used to name various viscosities of thickened beverages is consistent across care settings. Sienna has therefore adopted best practices for naming these thickened fluids to align with the industry standards. The following thickened fluid naming changes have been implemented at Sienna Communities for residents assessed with dysphagia requiring thickened fluids.



By adopting these standardized naming practices, Sienna is enhancing safety and communication for residents with dysphagia. We are committed to supporting each resident's unique needs. If you have any questions or would like more information about thickened fluids or dysphagia care, please don't hesitate to reach out to your community's care team.

Family Resources Corner: Service Excellence

Nearly a year ago, we introduced our service excellence approach with the phrase “**Here’s what I can do...**” and the ARC model (Acknowledge, Reassure, Clarify) for addressing concerns. We've since supported this with training focused on problem-solving and compassionate communication. This year, we're excited to build on these foundations, enhancing service and hospitality education for our teams.

We believe families, too, play a vital role in seeking respectful resolutions to challenges, as outlined in [Our Shared Commitment](#). Together, we create a safe, respectful, and comfortable home for residents and a positive environment for team members to thrive.

We recognize long-term care can be overwhelming, with feelings of grief and anxiety often leading to frustration. We're dedicated to building trust

and ensuring people feel acknowledged and heard, even in difficult moments. In return, we ask for respect and kindness when raising concerns with our teams.

As partners in care, we value your feedback and encourage you to share any suggestions for improving communication or addressing your questions by connecting with our Executive Director.

Thank you for trusting us with your loved one's care. We're committed to living our Purpose—to cultivate happiness—and our Vision to be Canada's most trusted and loved senior living provider. Together, we can create a welcoming home.

Behavioural & Psychological Symptoms of Dementia

We have recently developed a comprehensive toolkit for team members and a set of [resources for families](#) to enhance education on the behavioural and psychological symptoms of dementia (BPSD). In the upcoming newsletters, we will share valuable information to help you better understand BPSD.

About Dementia and BPSD

Dementia is a complex condition that brings changes to memory, language, and thinking that can impact daily life. According to the [Alzheimer Society](#) nearly one million people in Canada are expected to be living with dementia by 2030. At Sienna, we understand how challenging this journey can be for families and caregivers, which is why we empower our team members to deliver compassionate, person-centred care.

One aspect of dementia that can be especially difficult is what's known as Behavioural and Psychological Symptoms of Dementia (BPSD). These symptoms can include changes like agitation, aggression, confusion, sleep disruptions, and depression, which can sometimes lead to behaviours that feel distressing or unfamiliar. BPSD affects many people with dementia and can impact their quality of life, as well as the emotional well-being of those caring for them.

Please know that these behaviours are not intentional, and they can often be as unsettling for your loved one as they are for you. We're here to support you every step of the way with compassionate care,

understanding, and resources to help manage these symptoms in ways that respect the dignity and needs of your loved one. You're not alone on this journey, and together, we can provide the best possible care and comfort to those affected.

Prevalence and Potential Causes

At Sienna, we are deeply committed to supporting residents, families, and caregivers as they navigate their unique experiences with dementia. We recognize that caring for someone with dementia is a journey, one that requires patience, understanding, and specialized resources. Our goal is to ensure that everyone involved in a resident's care—whether family, friends, or team members—has access to the support, tools, and expertise needed to provide comfort and dignity.

Behavioural and Psychological Symptoms of Dementia (BPSD) are common, affecting up to 90% of people with dementia at some stage. Physical discomfort often contributes to these behaviours; unrelieved pain, hunger, or thirst can lead to symptoms such as agitation or aggression. Environmental factors, like poor lighting or excessive noise, can also impact a resident's comfort, causing confusion and disorientation.

At Sienna, we work to identify these triggers and respond with personalized, thoughtful care, fostering a safe and calming environment that prioritizes each resident's well-being. Stayed tuned for further segments in upcoming newsletters.

Meaningful Visits

A Meaningful Visits Kit is available for you in the community and includes a variety of activities and ideas you can use during your visits. You can find it beside the kiosk inside the front door in the sideboard - be sure to check it out with your loved one when you visit!

Find more ideas for visiting (including visiting from afar) on our website at www.siennialiving.ca/family-resources/meaningful-visits. If you have questions or would like support, please reach out to our Life Enrichment Supervisor, Rachel Edmondson at extension 1417 or redmondson@kawarthalakes.ca

We're proud to share that Sienna's *Meaningful Visits* program was recently featured in *Long-Term Care Today*, the [Ontario Long-Term Care Association's magazine](#). This program, part of our Circle Approach, supports families in creating meaningful connections with loved ones in long-term care.



As loved ones adjust to a new environment and evolving needs, the uncertainty around how to connect meaningfully can sometimes become a barrier to visiting. With tools like the "Meaningful Visit Kit"—complete with conversation starters, sensory items, and games—our team helps make every visit an opportunity for joy and connection.

How can we help you?

How can we help you?			
Phone Number: 705-324-3558			
Executive Director		Office Manager	
Pamela Kulas	Ext. 1414	Nicole Esper	Ext. 1415
Director of Care		Manager of Resident & Family Services	
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Associate Director of Care (IPAC) -		Associate Director of Care	
Danielle Lohnes	Ext. 1424	Dawn Sharpe	Ext. 1420
Associate Director of Care – Interim		Manager Building Services	
Soroya Yule	Ext. 1484	Ken Kitamura	Ext. 1416
Manager of Dietary Services		Life Enrichment Supervisor	
Themis Meletiou	Ext. 1406	Rachel Edmondson	Ext. 1417

Thank you for reading our latest Connections Newsletter. If you have suggestions about how we can improve, please feel free to email them to hspedie@kawarthalakes.ca
Your Team at Victoria Manor