

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

VMC2025-02

Thursday, July 10, 2025

11:30 A.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**
2. **Adoption of Agenda**

That the July 10, 2025 agenda be adopted as circulated.
3. **Disclosures of Pecuniary Interest**
4. **Deputations and Presentations**
 - 4.1 Operating Plan 2025 Update - Philippa Welch

That the Operating Plan 2025 Update Presentation, be received for information.
5. **Approval of the Minutes of the Previous Meeting**
 - 5.1 Approval of the Minutes of the February 10, 2025 meeting of the Victoria Manor Committee of Management 4 - 8

That the minutes of the Victoria Manor Committee of Management meeting held February 10, 2025, be adopted as circulated.
6. **Business Arising from Previous Meetings**
7. **Reports**
 - 7.1 Financial Update - Sienna Staff

That the Financial Update from Sienna Staff, be received for information.
 - 7.2 Victoria Manor Operations Report to Committee of Management, March and April 2025 9 - 21

That the Victoria Manor Operations Report to Committee of Management, March and April 2025, provided by Sienna Senior Living, be received for information.
8. **Closed Session**
 - 8.1 Closed Minutes, Victoria Manor Committee of Management, February 10, 2025, Municipal Act, 2001 s.239(2)(b)(d)(g)
 - 8.2 Directors Private and Confidential Verbal Update, Municipal Act, 2001 s.239(2)(b)(d)(g)

9. Next Meeting

August 18, 2025, Electronic Participation, commencing at 1:00 p.m.

10. Adjournment

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

VMC2025-001
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

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1. Call to Order

Director Faber called the meeting to order at 1:05 p.m. Deputy Mayor McDonald, Councillor Perry and Councillor Yeo were in attendance.

Director Cheryl Faber, Treasurer Carolyn Daynes, Executive Assistant Holly Russett, CAO Ron Taylor, Vice President Regional Operations LTC Sienna Senior Living Philippa Welch and Senior Manager Operations Finance Michael Spray were also in attendance.

Regrets: Councillor Ashmore

2. Appointment of Chairperson and Vice Chairperson

Councillor Perry nominated Deputy Mayor McDonald for Chairperson. Councillor Yeo nominated Councillor Perry for Vice-Chairperson. All were in agreement.

VMCM2025-001

Moved By Councillor Perry

Seconded By Councillor Yeo

Resolved That Deputy Mayor McDonald will take Chairperson.

Carried

VMCM2025-002

Moved By Councillor Yeo

Seconded By Deputy Mayor McDonald

Resolved That Councillor Perry will take Vice-Chairperson.

Carried

3. Adoption of Agenda

VMCM2025-003

Moved By Councillor Perry

Seconded By Councillor Yeo

Resolved That the February 10, 2025 agenda be adopted as circulated.

Carried

4. Disclosures of Pecuniary Interest

There were no declarations of pecuniary interest disclosed.

5. Deputations and Presentations

There was no deputations and presentations.

6. Approval of the Minutes of the Previous Meeting

VMCM2025-004

Moved By Councillor Perry

Seconded By Councillor Yeo

Resolved That the minutes of the Victoria Manor Committee of Management meeting held December 9, 2024, be adopted as circulated.

Carried

7. Business Arising from Previous Meetings

No business arising

8. Correspondence

- 8.1 Ontario Health Memo January 27, 2025 - Approach to 2025/26 Service Accountability Agreements

VMCM2025-005

Moved By Councillor Perry

Seconded By Councillor Yeo

Resolved That Ontario Health Memo January 27, 2025 - Approach to 2025/26 Service Accountability Agreements, be received.

Carried

9. Reports

- 9.1 Financial Update - Sienna Staff

VMCM2025-006

Moved By Councillor Perry

Seconded By Councillor Yeo

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

Carried

9.2 Memorandum - 001 2024 Victoria Manor Operating Surplus

VMCM2025-007

Moved By Councillor Perry

Seconded By Councillor Yeo

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.

Carried

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

VMCM2025-008

Moved By Councillor Perry

Seconded By Councillor Yeo

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

Carried

10. **Closed Session**

VMCM2025-009

Moved By Councillor Perry

Seconded By Councillor Yeo

That the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, February 10, 2025 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

11. Matters from Closed Session

None

12. Other New Business

None

13. Next Meeting

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

14. Adjournment

VMCM2025-013

Moved By Councillor Yeo

Seconded By Councillor Perry

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

Carried

Executive Director Operational Report March 2025



Scorecard: Quality

Leadership & Quality

The Leadership and Quality meeting was held March 18, 2025.

MLTC Compliance Orders / Inspection Findings Summary

Three inspectors from the Ministry of Health were at Victoria Manor March 17-20, and March 20-24 2025 to follow up on previous compliance orders, a Critical incident and a complaint.

REPORT NO.	INSPECTION DATE DD/MTH/YY	TYPE OF INSPECTION	FINDINGS			
			EXPLANATIONS	WRITTEN NOTIFICATIONS	COMPLIANCE ORDER	NO FINDINGS
2024-1592-0003	17/03/2025 to 24/03/2025	Follow-up CO#5/2024-1592-0003.	O.Reg.246/22-s.281 Records. Where kept CDD February 28,2025		In Compliance	
2024-1592-0004	17/03/2025 to 24/03/2025	Follow up CO#004/2024-1592-0003	O.Reg246/22-s.252 Hiring staff, accepting volunteers, CDD Feb28,2025		In Compliance	
2024-1592-0003	17/03/2025 to 24/03/2025	Follow-up CO#003 /2024-1592-0003	O.Reg.246/22s.102(12)4 Infection Prevention and Control program		Not in Compliance Monetary penalty	
NC#001	17/03/2025 to 24/03/2025	Critical incident and complaints	Non –Compliance with FLTCA, 2021, s.3 (1)4. Resident rights	Yes		
NC#002	17/03/2025 to 24/03/2025	Critical Incidents and Complaints	Non-Compliance with FLTCA,2021,s.6(4) Plan of care	Yes		
NC#003	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non- Compliance with FLTCA,2021,s.6(7) Plan of care	Yes		
NC#004	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non-Compliance with FLTCA,2021.s.19(2) Accommodation Services	Yes		
NC#005	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non-Compliance with FLTCA,2021,s.24(1)	Yes		
NC#006	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non-Compliance with FLTCA,2021,s.28(1)2 Reporting certain matters to the Director	Yes		
NC#007	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non-Compliance with FLTCA, 2021,s.104(4) Conditions of Licensee		Monetary penalty AMP # 001	
NC#008	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non-Compliance with FLTCA O.Reg 246/22,s.41(1)(a)	Yes		

			Personal Items and Personal aids			
NC#009	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non-Compliance with O. Reg 246/22,,s.53(1)3 Required Programs	Yes		
NC#010	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non- Compliance with O.Reg 246/22,s.59(b)	Yes		
NC#011	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non-Compliance with O.Reg 246/22,s.79(1)5 Dining and snack service	Yes		
NC#012	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non-Compliance with O.Reg 246/22.s.79(1) 7 Dining and snack service	Yes		
NC#013	17/03/2025 to 24/03/20 Critical Incident and Complaints 25	Critical Incident and Complaints	Non- Compliance with FLTCA, 2021.s.154(1)1 O.Reg 246/22.s.102(9)b Infection and control program	Yes		
NC#014	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non- Compliance with FLTCA2021.s.154(1)1 OReg.246/22,s.102(11)a Infection and control program	Yes		
NC#015	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Non- Compliance with FLTCA, 2021.s154(1)1O.Reg 246/22.s.115(2) Critical Incidents	Yes		
NC#016	17/03/2025 to 24/03/2025	Critical Incident and Complaints	Compliance Order FLTCA, 2021.s154(19)2 Non Compliance FLTCA, 2021.S5 Home to be safe. Secure environment		Yes	

Scorecard: People

Human Resources & Occupational Health and Safety

a. Ministry Long Term Care Staffing Reports

	Q3 (Oct- Dec 2023)	Q4 (Jan- Mar 2024)	Q1 (Apr- Jun 2024)	Q2 (Jul- Sept 2024)	Q3 (Oct- Dec 2024)	Q4(Jan- Mar 2025)
Direct Care Hours	3.12*	3.05	3.06	3.03	3.55	3.55
Allied Health Care Hours	0.71	1.23 **	1.19	2.02***	1.29****	1.29****

*change in reporting includes Nurse Practitioner hours

**change in reporting includes Dietary team member hours

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

****change in reporting includes elimination of 1:1 monitoring hours by security

b. Number of vacancies (March 30, 2025)

Position	Full Time Permanent	Part Time Per- manent	Full Time Tem- porary	Part Time Tem- porary
Personal Support Worker	1	2	7	12
Registered Practical Nurse	0	6	2	2
Registered Nurse	0	0	1	0
Resident Care Aide	0	1	0	0
Dietary	0	1	0	1
Building Services	0	2	0	0
Maintenance	0	0	0	0
Life Enrichment	0	0	0	0
Leadership	0	0	0	0

c. New Hires (March 2025)

Position	Full Time	Part Time
Personal Support Worker	0	3
Registered Practical Nurse	0	1
Registered Nurse	0	1
Resident Care Aide	0	0
Dietary	0	0
Building Services	0	0
Maintenance	0	0
Life Enrichment	0	0
Leadership	0	0
TOTAL Hired	0	5

Ministry of Labour / Inspections / Findings Summary

- No Inspection in March 2025

Sienna Essentials

- A signature program designed to support and invest in our team members through one hour of training each month, facilitated by Executive Directors. The focus for 2025 is living our Purpose through Service Excellence.

Operations and Care Services Delivery

Occupancy

- 97.85%

Resident & Family Satisfaction Survey

March 2025

- Residents gave a NPS of: 50
- Families/friends gave NPS of: 57.1
- 55% of residents & families/friends responded that they were Extremely Likely to recommend our community (57% of residents and 53% of 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 food quality.

Taking Action

In 2025, the home will focus on a number of initiatives to improve food quality. These initiatives include:

- Liase with Sienna's executive chef to provide orientation and training to the culinary team members.
- Utilize the Sienna dining audits
- Fully implement the Sienna gems program in the home. The Sienna gems in our home supports residents to pursue their interests and share their passions, strengths and talents by engaging others in the community.

Environmental & Dietary Highlights

- Environmental Services
 - Completion of the Joint Health and Safety Committee 2025 planning day
- Dietary Services
 - Scheduled time with Sienna's Corporate Chef March 2025
 - Menu Fest

Clinical Highlights

- 16 Personal Support Worker students in home completing clinical placement
- Annual program evaluations completed

Resident Council Highlights Ask about March 2025

- Resident's Council held March 27th – residents updated on Guest Meal Program and suggested the Gathering Place or Auditorium for meals to be enjoyed. Response was that the family friendly rooms can accommodate 4 people. Meals can be served on tray to be taken to the Gathering Place if requested. Residents were concerned that new hires and students seem to have a language barrier. Response was that residents could ask to speak with another team member and that Victoria Manor is an inclusive environment.

Family Council

- Family Council was held on April 14th – Would like to start a Facebook group. MRFS has reached out to communications for additional support to report back at next meeting.

Living the Culture Change

"Cultivating Happiness in Daily Life" is what we do each day.

Memorable Moments

We had St. Patrick's Day Pub Socials on the home areas due to outbreak. Residents enjoyed home-made Irish Stew & could enjoy a Guinness or green beer / ginger ale.



The Community Crew was busy starting seeds for the gardens. We are growing sunflower gardens as sunflowers hold significant importance for Indigenous people in North America. They were used in spiritual ceremonies and rituals, believed to bring good luck and ward off evil spirits. We also started veggies to grow and hopefully donate to the Kawartha Lakes Food Source.



Executive Director Operations Report April 2025



Scorecard: Quality

Leadership & Quality

The Leadership and Quality meeting was held April 23, 2025

MLTC Compliance Orders / Inspection Findings Summary

Three inspectors from the Ministry of Health were at Victoria Manor March 17-20, and March 20-24 2025 to follow up on previous compliance orders, a Critical incident and a complaint.

MOL Inspector in April 28, 2025 cleared all compliance orders. Monetary fine of \$ 500.00

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April same as above

b. Number of vacancies (April 30 , 2025)

Position	Full Time Permanent	Part Time Per- manent	Full Time Tem- porary	Part Time Tem- porary
Personal Support Worker	2	2	7	12
Registered Practical Nurse	0	6	2	2
Registered Nurse	0	0	1	0
Resident Care Aide	0	0	0	0
Dietary	0	1	0	1
Building Services	0	0	0	0
Maintenance	0	0	0	0
Life Enrichment	0	0	0	0
Leadership	0	0	0	0

c. New Hires (March 2025)

Position	Full Time	Part Time
Personal Support Worker	0	3
Registered Practical Nurse	0	0
Registered Nurse	0	0
Resident Care Aide	0	0
Dietary	0	0
Building Services	0	0
Maintenance	0	0
Life Enrichment	0	0
Leadership	0	0
TOTAL Hired	0	3

Ministry of Labour / Inspections / Findings Summary

- No Inspection in April, 2025

Sienna Essentials

Module 3 begins in May and June

Operations and Care Services Delivery

Occupancy

- 93.6% 5 residents passed a way in the last week of April

Resident & Family Satisfaction Survey

April 2025

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- Families/friends gave NPS of: 57.1
- 55% of residents & families/friends responded that they were Extremely Likely to recommend our community (57% of residents and 53% of families/friends)

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- Environmental Services
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- Dietary Services
 - Scheduled time with Sienna's Corporate Chef

Clinical Highlights

- 16 Personal Support Worker students in home completing clinical placement
- Annual program evaluations completed

Family Council

- Arranging walk for Alzheimer's May 2025

Living the Culture change

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

Memorable Moments

Residents enjoyed Easter Bunny, Gala Mystery Theater, National Film day

