

The Corporation of the City of Kawartha Lakes

AGENDA

VICTORIA MANOR COMMITTEE OF MANAGEMENT

VMC2017-01

Monday, January 16, 2017

9:30 A.M.

Social Services Boardroom

Social Services

322 Kent Street, Lindsay, Ontario

MEMBERS:

Councillor Doug Elmslie

Councillor Gerard Jilesen

Councillor Mary Ann Martin

Councillor John Pollard

Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

1.	<u>CALL TO ORDER</u>	
2.	<u>ADOPTION OF AGENDA</u>	
3.	<u>DISCLOSURES OF PECUNIARY INTEREST</u>	
4.	<u>DEPUTATIONS AND PRESENTATIONS</u>	
5.	<u>APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING</u>	3 - 6
6.	<u>BUSINESS ARISING FROM PREVIOUS MEETINGS</u>	
7.	<u>CORRESPONDENCE</u>	
7.1	Memorandum - 2017 Short-Stay Respite Care Bed Program	7 - 8
8.	<u>REPORTS</u>	
8.1	Victoria Manor Operations Report to Committee of Management, December 2016	9 - 19
8.2	VMC2017-01 2016 Victoria Manor Employee Engagement Survey	20 - 33
8.3	VMC2017-02 2016 Victoria Manor Family Satisfaction Survey	34 - 55
8.4	VMC2017-03 2016 Victoria Manor Resident Satisfaction Survey	56 - 93
9.	<u>CLOSED SESSION</u>	
9.1	Closed Minutes, Victoria Manor Committee of Management, December 12, 2016, Municipal Act, 2001 s.239(2)(b)(d)(g)	
9.2	Victoria Manor Confidential Operations Report to Committee of Management, December 2016, Municipal Act, 2001 s.239(2)(b)(d)(e)	
10.	<u>MATTERS FROM CLOSED SESSION</u>	
11.	<u>OTHER NEW BUSINESS</u>	
12.	<u>NEXT MEETING</u>	
	February 20, 2017, Victoria Manor Boardroom, commencing at 9:30 a.m.	
13.	<u>ADJOURNMENT</u>	

The Corporation of the City of Kawartha Lakes
MINUTES
VICTORIA MANOR COMMITTEE OF MANAGEMENT

VMC2016-11
Monday, December 12, 2016
9:30 A.M.
Victoria Manor Boardroom
Victoria Manor, Second Floor
220 Angeline Street South, Lindsay, Ontario

MEMBERS:

Councillor Doug Elmslie
Councillor Gerard Jilesen
Councillor Mary Ann Martin
Councillor John Pollard
Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

1. CALL TO ORDER

The Chair called the meeting to order at 9:35 a.m., with the following Committee members present, Councillors M.A. Martin and J. Pollard.

Regrets: Councillor G. Jilesen and K. Seymour-Fagan

Staff Present: Administrator Pam Kulas, Director of Human Services Rod Sutherland, Executive Assistant Holly Russett

2. ADOPTION OF AGENDA

Moved By Councillor Pollard

Seconded By Councillor Martin

RESOLVED THAT the agenda be adopted as circulated.

CARRIED

3. DISCLOSURES OF PECUNIARY INTEREST

There were no declarations of pecuniary interest noted.

4. DEPUTATIONS AND PRESENTATIONS

None

5. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

Moved By Councillor Pollard

Seconded By Councillor Martin

RESOLVED THAT the minutes of the Victoria Manor Committee of Management meeting held on November 21, 2016 be adopted as circulated.

CARRIED

6. BUSINESS ARISING FROM PREVIOUS MEETINGS

None

7. CORRESPONDENCE

None

8. REPORTS

8.1 Victoria Manor Operations Report to Committee of Management, November 2016

Moved By Councillor Pollard

Seconded By Councillor Martin

RESOLVED THAT the Victoria Manor Operations Report to Committee of Management, November 2016, provided by Sienna Senior Living, be received for information.

CARRIED

8.2 VMC2016-10 Victoria Manor Redevelopment Direction

Moved By Councillor Martin

Seconded By Councillor Pollard

RESOLVED THAT Report VMC2016-10, "Victoria Manor Redevelopment Direction", be received; and

THAT the Committee of Management recommends that City Council direct staff to investigate and identify a preferred redevelopment strategy and report back to the Committee of Management and Council no later than September 2017 with recommendations for an application to redevelop Victoria Manor.

CARRIED

8.3 VMC2016-11 Victoria Manor Accreditation Report

Moved By Councillor Pollard

Seconded By Councillor Martin

RESOLVED THAT Report VMC2016-11, "Victoria Manor Accreditation Report", be received for information.

CARRIED

9. CLOSED SESSION

Moved By Councillor Pollard

Seconded By Councillor Martin

RESOLVED THAT the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, December 12, 2016 Closed Session Agenda and that are permitted to be discussed in a session closed to the public pursuant to Section 239(2) of the Municipal Act, S.O. 2001. S.25

CARRIED

10. MATTERS FROM CLOSED SESSION

None

11. OTHER NEW BUSINESS

11.1 Annual Election of Chair

Moved By Councillor Pollard

Seconded By Councillor Martin

RESOLVED THAT Councillor Elmslie be nominated and elected as Chairperson for the Victoria Manor Committee of Management for 2017.

CARRIED

12. NEXT MEETING

January 16, 2017, Victoria Manor Boardroom, commencing at 9:30 a.m.

13. ADJOURNMENT

Moved By Councillor Pollard

Seconded By Councillor Martin

RESOLVED THAT the Victoria Manor Committee of Management Meeting adjourn at 10:38a.m.

CARRIED

THE CORPORATION OF THE CITY OF KAWARTHA LAKES

Human Services Department MEMORANDUM

TO: Victoria Manor Committee of Management
FROM: Pamela Kulas, Administrator
DATE: January 16, 2017
RE: *2017 Short-Stay Respite Care Bed Program – Approval 2 Beds*

Attached is the Central East Local Health Integration Network approval for 2 Short-Stay Beds at Victoria Manor effective January 1, 2017 to December 31, 2017.

RESOLVED THAT “2017 Short-Stay Respite Care Bed Program – Approval 2 Beds” letter, be received for information.



CKL-VMH-2017_Short_Stay_Respite_Care

Harwood Plaza
314 Harwood Avenue South,
Suite 204A
Ajax, ON L1S 2J1
Tel: 905 427-5497
Fax: 905 427-9659
Toll Free: 1 866 804-5446
www.centraleasthin.on.ca

Harwood Plaza
314, avenue Harwood Sud
Bureau 204A
Ajax, ON L1S 2J1
Téléphone : 905 427-5497
Sans frais : 1 866 804-5446
Télécopieur : 905 427-9659
www.centraleasthin.on.ca

SENT ELECTRONICALLY

December 23, 2016

Ms. Pamela Kulas
Administrator
City of Kawartha Lakes - Victoria Manor Home for the Aged
220 Angeline Street South
Lindsay, ON K9V 4R2

Dear Ms. Kulas,

Re: 2017 Short-Stay Respite Care Bed Program – Approval 2 Beds

The Central East Local Health Integration Network (Central East LHIN) has received your Long-Term Care Home's (LTCH) completed survey regarding the 2017 Short-Stay Respite Care Bed Program. You have indicated that your LTCH is requesting to operate 2 Short-Stay Bed(s). The Central East Local Health Integration Network (Central East LHIN) is pleased to advise you that your request has been approved, effective January 1, 2017 to December 31, 2017.

Thank you for completing the survey and opting to provide a Short-Stay Respite Care Bed Program in your LTCH. This program provides temporary relief to caregivers and appropriate options to clients and caregivers in order to alleviate hospital Alternate Level of Care (ALC) pressures.

The approval of the Short-Stay Respite Care Bed will be included in the 2017 Central East LHIN report provided to the Ministry of Health and Long-Term Care (MOHLTC) and the Central East Community Care Access Centre (CECCAC).

If you have any further questions or concerns, please do not hesitate to contact Emily Van de Klippe, Lead, Performance and Accountability at Emily.vandeklippe@lhins.on.ca or 905-427-5497 ext. 213.

Sincerely,



Stewart Sutley
Senior Director, System Finance and Performance Management

c. Joyce Feng, Finance Manager (Acting) – Financial Management Branch, MOHLTC
Kathryn Ramsay, Chief Executive Officer, Central East Community Care Access Centre



December 2016 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: January 16, 2017

Information for the Month of: December 2016

Financials

VICTORIA MANOR

Variance Explanations

November 2016

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	509,470	514,776	(5,306)	5,730,618	5,735,629	(5,012)
Unfavorability is due to Hi-intensity (\$2K), BSO (\$6K) and Physician on call (\$1K) revenue. Since these are flow-through revenues, there are corresponding lower expenses which do not contribute to the nursing envelope overspend. This is partially offset by favorability due to pay equity funding (funding was budgeted 70% nursing, 5% Programs and 20% OA. 100% of funding now in nursing as per MOH 2013 Reconciliation).The higher pay equity funding (\$4K) will continue through the year (\$42K YTD).						
NURSING EXPENSES - DIRECT	479,629	488,258	8,629	5,652,777	5,596,736	(56,041)
Direct nursing expenses are favorable to budget due to RN wages (\$8K) and continued favorability in CPP (\$5K) and Pension (\$5K). This was partially offset due to higher than budgeted RPN (\$1K) and PSW (\$2K) wages as well as group insurance (\$8K).						
NURSING EXPENSES - ADMIN	58,575	57,257	(1,317)	538,607	640,239	101,632
Favorability in wages and benefits (\$3K; YTD - \$86K), equipment expense (\$2K) and other operating expenses (\$3K) are offset by higher than budgeted supplies (\$4K) and education expense (\$5K).						

PROGRAM REVENUE	58,699	58,479	220	644,058	648,323	(4,265)
In line with budget						
PROGRAM EXPENSES	59,175	54,563	(4,613)	601,196	615,295	14,099
Favorability in wages and benefits (November - \$3K; YTD - \$18K) are offset by equipment expense (\$6K).						
FOOD REVENUE	42,081	41,187	894	460,841	456,281	4,560
In line with budget						
FOOD EXPENSES	42,929	41,187	(1,742)	467,540	456,281	(11,260)
The YTD overage is mostly due to overspend in May. Expense has been close to budget since May.						
ACCOMMODATION REVENUE	312,481	312,942	(461)	3,489,374	3,474,300	15,074
Higher than budgeted semi-private and private revenue continues to offset lower pay equity funding, both for November and YTD.						
DIETARY EXPENSES	84,181	82,185	(1,996)	978,990	939,314	(39,676)
Wages and benefits are favorable in November by \$2K (YTD overspent by \$37K), which is offset by large equipment expense (\$4K).						
HOUSEKEEPING EXPENSES			2,453	432,053		

	34,219	36,672			420,503	(11,550)
Wages and benefits are underspent in November by \$3K (YTD overspent by \$4K). Non-labour expenses are in line with budget (YTD overspent by \$7k, related to chemical and cleaning supplies, and equipment rental).						

LAUNDRY EXPENSES	17,068	15,814	(1,253)	175,194	180,940	5,746
Wages and benefits are in line with budget for November (YTD underspent by \$9K). Non labour expense are underspent in November by \$1K (YTD overspent by \$3K).						

MAINTENANCE EXPENSES	36,716	35,428	(1,288)	409,339	396,727	(12,612)
Unfavorability in November is due to building repairs (\$4K). YTD unfavorability is mainly due to a few larger repairs (\$8K on parking lot repair, \$5K on a sump pump for the elevator). HVAC expense is over budget by \$8K YTD (Oct - \$3K, mainly on maintenance work). Home has been working on reducing spend on building repairs, and have capital projects planned to support a reduction in HVAC repairs.						

ADMINISTRATION EXPENSES	54,473	39,672	(14,801)	423,347	447,803	24,456
Unfavorability in November is mainly due to large professional fee costs (\$12K due to ONA Mediation, \$4K due to Audit Fees). YTD is within budget, for both labour and non-labour expenses. Wages account for \$15K of the YTD favorability and benefits \$12K.						

FACILITY EXPENSES	79,413	94,767	15,354	916,913	970,165	53,252
Favorability in November is due to Hydro (\$5K, YTD - \$28K), Water (\$8K) and Waste Removal (\$1K, YTD - \$8K).						

CAPITAL PURCHASES	-	10,118	10,118	59,054	111,298	52,244
There were no capital purchases in November.						

Scorecard: Quality

- 1) Health Quality Ontario Quality Improvement Plan (QIP) updated and has been reviewed during Professional Advisory Committee, Leadership and Quality, Resident Safety and Registered staff meetings. A copy of the updated QIP is posted in the main entrance of the home
- 2) LTC: MOH Compliance Orders / Inspection Findings Summary:

Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
December 22-23, 2016	Critical Incident System Inspection		<i>Waiting on report</i>

Scorecard: People

- 1) **Employee Engagement Survey**
 - Overall participation rate was 79.8%
 - Overall employee satisfaction 77.3%

Sienna Support Services Updates

Sienna Partner Visits

- December 23, 2016 - Recreation/Leisure Partner

Projects, Location Events and other

- Resident Family Christmas Party – more than 180 residents and family members attended
- Residents enjoyed Swiss Chalet Christmas luncheon – volunteers from Sienna participated

Long Term Care Update

1. Occupancy (data since last report):

Occupancy Report	Private	Semi	Basic	Short Stay	TOTAL
Admissions (+)	0	11	0	0	11
Departures (-)	0	10	0	0	10
Discounted Private or Semi – Private Beds (under 60%)	2	0	0	0	1

2. Regulatory visits i.e. MOL, Public Health:

Visitor	Date	Drivers and Actions
Ministry of Health	December 22-23, 2016	Critical Incident Inspection

3. Written Complaints Summary:

Compliant	Date	Outcomes
None received this month		

4. Written Compliments Summary:

Compliment	Date	Outcomes
Email received from family for outstanding Christmas Party. Resident and family very happy	3-Dec-16	Posted on Kudo's board
Email received from family for outstanding Christmas Party. Resident and family very happy	3-Dec-16	Posted on Kudo's board
Email received from family for outstanding Christmas Party. Resident and family very happy	3-Dec-16	Posted on Kudo's board
Email received from family for outstanding Christmas Party. Resident and family very happy	5-Dec-16	Posted on Kudo's board
Card received from family thanking all staff for the wonderful Resident/Family Christmas party	8-Dec-16	Posted on Kudo's board
\$400 in Tim Horton gift cards and a card for all staff working on Elford House. Funds were distributed equally	18-Dec-16	Staff enjoyed several coffee breaks on behalf of the family
Remax donated 40 Christmas gifts for residents. In local paper.	19-Dec-16	The kind gesture was posted in the local newspaper
Staff on Victoria House received \$60 Tim Hortons gift card. Evenly distributed amongst shifts.	19-Dec-16	Staff enjoyed several coffee breaks on behalf of the family
Received an email from family thanking the home for sending them a photo booth picture from the Christmas party. Email also contained thanks for the wonderful staff.	20-Dec-16	Posted on Kudo's board
Family added a lovely note in residents obituary regarding Victoria Manor.	26-Dec-16	Posted in the home
Let's Connect received from staff member thanking Admin for cookies and card + thanks to dietary staff for meal.	25-Dec-16	Posted on Kudo's board; Spot award given to dietary staff working on Christmas

5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
No issues noted		

6. Media Issues (as applicable):

Media Issues	Date	Outcomes
No issues noted		

7. Resident & Family Satisfaction Survey (as applicable):

Resident & Family Satisfaction Survey Scores	Date	Outcomes
Resident response rate 96%. Overall Resident satisfaction 89%	December 2016	Information shared with residents and staff. Results will be used during operational planning January 27, 2017
Family response rate 42%. Overall Family satisfaction 82%	December 2016	Information shared with residents and staff. Results will be used during operational planning January 27, 2017

8. Employee engagement updates:

Update	Date	Outcomes
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9. External vacancies and hires:

Position	PT External Vacancies	TPT External Vacancies	PT External Hires	TPT External Hires	Current Status
RN	0	0	0	0	All positions have been filled
RPN	0	0	0	0	All positions have been filled
PSW		3	0	0	Interviews in progress.
Building Services	0	0	0	0	All positions have been filled
Dietary Aide	0	0	0	0	All positions have been filled
Life Enrichment	0	0	0	0	All positions have been filled
Reception	0	0	0	0	All positions have been filled

10. Any updates re Resident/Family Councils:

Council	Date	Outcomes/ Comments
Family Council has planned an staff appreciation event as a thank you to staff	Dec 7, 2016	Wonderful event appreciated by all staff

11. Any contract updates i.e. Pharmacy Services / TENA / etc.:

Contracts	Date	Outcomes/ Comments
Contract with Dynacare Labs commenced December 1, 2016	Dec 1, 2016	Contract was negotiated by Sienna Senior Living

12. List all outstanding building, legal / insurance claims issues:

Council	Date	Outcomes/ Comments
Emergency Boiler replacement	November	Installation completed

13. Capital Expenses:

Issue & date	Total Spent @ 10/31/16	Approved Budget
VM1601 HVAC	\$23,711.84	\$130,000
VM1602 Common Area Furniture - Complete	\$14,133.45	\$ 10,500
VM1603 Resident Room Furniture - Complete	\$15,716	\$ 17,500
VM1604 Servery Walls/Tabling – Complete – waiting on final invoice	\$1,119.36	\$ 30,000
VM1605 Servery Refridgerators - Complete	\$4,413.54	\$ 12,000
VM1606 Walk In Cooler Compressor Main Kitchen – Complete	\$19,132.87	\$ 30,000
Total 2016 Approved Capital		\$230,000
Total 2016 Remaining @ 11/30/16		\$151,772.94

14. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
0	8	0	0	None at this time	Majority of incidents occurring in one home area. Behavioural Support team and Occupational Health and Safety committee working together to track, trend, develop solutions and provide education.

15. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
December 4 @ 10:20 am	Code Red	
December 18 @ 3:00 pm	Code Red	
December 5 @ 5:00 am	Code Red	

- 100% of staff have participated in at least one fire drill in 2016
- All emergency codes have been tested through a drill at least once. In addition, all codes have been tested at least twice through a table top exercise.

THE CORPORATION OF THE CITY OF KAWARTHA LAKES

Report VMC2017-01

Victoria Manor Committee of Management

Meeting Date: Monday January 16, 2017
Meeting Time: 9:30 am
Meeting Place: Human Services Board Room
322 Kent St. W., Lindsay

Subject: 2016 Victoria Manor Employee Engagement Survey

Author: Pamela Kulas
Title: Administrator

Signature:



RECOMMENDATION(S):

RESOLVED THAT Report VMC2017-01, "2016 Employee Engagement Survey", be received for information.



DIRECTOR

OTHER

BACKGROUND:

Sienna Senior Living used a company called uSPEQ (www.uspeq.org) and staff was asked to complete an online survey. 134 front line staff/managers completed the survey in the month of November a rate of 79.8%. The survey focuses on how the staff perceive their own job satisfaction. Surveying employees for their perception of the workplace is one important means of assessing an organization's performance.

The analysis focused on three areas of work with subcategories in each area of focus:

Organizational Climate:

- A. Organizational Culture and Outlook
- B. Communication
- C. Leadership

Workgroup:

- D. Teamwork
- E. Manager Support

Team Member Support:

- F. Work Environment
- G. Team Member Development
- H. Recognition

Overall Job Satisfaction:

- I. Overall Job Satisfaction

A detailed review of the results will allow the home's well established Quality of Worklife committee to focus on areas of strength and opportunities for improvement with an overall goal to improve the employee work experience.

Overall the results decreased from 79.3% in 2015 to 77.3% in 2016. Results indicate a high level of satisfaction with organizational culture and outlook, teamwork, team member development and manager support. Areas of opportunity include concerns not taken seriously and time follow up occurs, clear means for disseminating important information, not asked for input on decisions that affect their jobs and effective leadership.

The survey also includes opportunities for staff to add narrative commentary. These comments have not been included in this report to maintain confidentiality. The common threads are staff shortages, workload, and timely communication and follow up. However, there are positive comments such as loving working at the Manor, hope to be here for many more years, and thanks for educational opportunities offer outside the home.

CONSULTATIONS:

Human Resources Sienna Senior Living

ATTACHMENTS:



2016 Employee
Engagement Results.

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



Team Member Engagement Survey
Site Report: Victoria Manor
Care Community

Date: November 2016

Prepared By: uSPEQ

Snapshot Explanation of Report

The purpose of this aide is to support you in understanding the reporting structure and terms.

This field indicates an example of a survey Index. The percentage of all responses to questions in the index that are either "Agree" or "Strongly Agree."



Workgroup Index

This field indicates an example of a survey area.



Teamwork

This field indicates an example of a survey question.



I believe there is good communication in my team.

Sienna Overall: All locations, including managed sites. Does not include Sienna Baltic and PSM Office.



Sienna Overall

Results for 2015 and 2016 survey periods.



2015



2016

Indicates the change between the 2015 and 2016 survey percentage of total agree.



Change

Indicates the survey rating scale.



TA: Total Agree (Strongly Agree + Agree)

SA: Strongly Agree

A: Agree

D: Disagree

SD: Strongly Disagree

Demographics:
Front Line Team Member: Total percentage of responses received for non leadership positions.
Management: Total percentage of responses received for leadership positions.
Response Rate:
Target Response Rate: The response rate to be achieved as determined by the organization.
Actual Response Rate: The actual response rate achieved.
Non-Responses: The percentage of Team Members who did not complete a survey.
Engagement Rate: The percentage of “agree” and “strongly agree” responses to the item “Overall, I am satisfied with my job.”
Target: The engagement rate to be achieved based on survey responses as established by the organization.
Actual: The engagement rate received based on survey responses completed.
Top 5:
Five items receiving the highest "Total Agree" score.
Bottom 5:
Five items receiving the lowest "Total Agree" score.
Filters: Located on left side of excel sheet.

The image shows a portion of an Excel filter pane. At the top, there are two small boxes labeled '1' and '2'. Below them is a list of numbers: 1, 3, 4, 6, 8, 10, 37, 38, 39, 40, 41, 42, 43, 44. To the left of the list, there are expand/collapse icons: a square with a plus sign (+) and a square with a minus sign (-). Two callout boxes with arrows point to these icons. The first callout points to the '1/2' icon and explains its function. The second callout points to the '+/-' icon and explains its function.

1/2 allows you to expand and collapse all sections at once from indexes only to indexes and questions.

+/- allows you to expand and collapse all sections at once from indexes only to indexes and questions.

Team Member Engagement Survey Top Five & Bottom Five Report			
Total Agree (Agree + Strongly Agree)	2015	2016	Change
Top 5 Items with Positive Responses			
Organizational Culture and Outlook			
1. I am aware of my organization's mission.	83.7%	96.3%	12.6% ↑
Teamwork			
3. My coworkers and I work well together.	89.5%	93.8%	4.3% ↑
Team Member Development			
4. I understand my job responsibilities.	95.5%	91.6%	3.9% ↓
Manager Support			
1. My direct supervisor treats me with respect.	89.6%	90.2%	0.6% ↑
Teamwork			
4. I am encouraged to work as part of a team.	84.4%	87.1%	2.7% ↑
Top 5 Items for Improvement			
Leadership			
3. Team member concerns are taken seriously by the management team and timely follow-up occurs.	38.1%	48.5%	10.4% ↑
Communication			
3. I am asked for my input and/or ideas when important decisions are made that affect my work.	44.8%	51.1%	6.3% ↑
Communication			
2. I am kept up to date about news and issues at my organization that affect my job.	52.6%	52.2%	0.4% ↓
Communication			
4. My organization has a clear means for disseminating important information.	43.0%	52.2%	9.2% ↑
Leadership			
2. I believe that the organization is being managed effectively by the management team.	45.9%	53.0%	7.1% ↑

** Note: Calculations are rounded to the nearest 0.1%. Percentages may not equal 100.0% due to rounding.*

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
Organizational Climate Index		80.0%	80.3%	0.3% ↑	82.3%	79.9%	2.4% ↓	57.2%	64.6%	7.4% ↑	54.9%	61.5%	6.6% ↑	96.6%	98.2%	1.6% ↑	40.9%	68.2%	27.3% ↑
A. Organizational Culture and Outlook																			
1. I am aware of my organization's mission.	TA	95.2%	94.3%	0.9% ↓	95.7%	94.0%	1.7% ↓	83.7%	96.3%	12.6% ↑	82.4%	96.6%	14.2% ↑	100.0%	100.0%		100.0%	83.3%	16.7% ↓
	SA	41.8%	41.5%		44.1%	40.0%		32.6%	36.6%		29.6%	33.9%		75.0%	70.0%		50.0%	33.3%	
	A	53.4%	52.8%		51.6%	54.0%		51.1%	59.7%		52.8%	62.7%		25.0%	30.0%		50.0%	50.0%	
	D	3.1%	3.7%		2.8%	3.8%		12.6%	3.0%		13.6%	3.4%							
	SD	1.7%	2.0%		1.4%	2.2%		3.7%	0.7%		4.0%							16.7%	
2. I support the overall direction of my organization.	TA	92.9%	91.6%	1.3% ↓	93.6%	91.3%	2.3% ↓	74.6%	83.5%	8.9% ↑	72.6%	82.9%	10.3% ↑	100.0%	100.0%		100.0%	66.7%	33.3% ↓
	SA	37.9%	38.6%		39.7%	37.4%		27.6%	32.3%		24.2%	29.9%		62.5%	60.0%		100.0%	33.3%	
	A	55.0%	53.0%		53.9%	53.9%		47.0%	51.1%		48.4%	53.0%		37.5%	40.0%			33.3%	
	D	4.8%	5.8%		4.6%	6.0%		18.7%	12.8%		20.2%	13.7%						16.7%	
	SD	2.3%	2.6%		1.8%	2.7%		6.7%	3.8%		7.3%	3.4%						16.7%	
3. My organization demonstrates that it values diversity.	TA	90.5%	89.9%	0.6% ↓	91.4%	89.6%	1.8% ↓	72.6%	82.6%	10.0% ↑	70.4%	81.0%	10.6% ↑	100.0%	100.0%		100.0%	83.3%	16.7% ↓
	SA	35.1%	36.0%		37.7%	35.1%		23.7%	27.3%		20.8%	25.0%		62.5%	50.0%		50.0%	33.3%	
	A	55.4%	53.9%		53.7%	54.4%		48.9%	55.3%		49.6%	56.0%		37.5%	50.0%		50.0%	50.0%	
	D	6.4%	7.1%		5.7%	7.3%		20.7%	13.6%		22.4%	15.5%							
	SD	3.1%	3.0%		2.9%	3.2%		6.7%	3.8%		7.2%	3.4%						16.7%	
4. My organization has a strong focus on customer service and satisfaction.	TA	89.1%	88.2%	0.9% ↓	90.3%	87.8%	2.5% ↓	73.3%	74.4%	1.1% ↑	72.0%	71.8%	0.2% ↓	100.0%	100.0%		50.0%	83.3%	33.3% ↑
	SA	40.1%	40.1%		42.7%	38.9%		29.6%	31.6%		26.4%	27.4%		75.0%	60.0%		50.0%	66.7%	
	A	49.1%	48.1%		47.6%	49.0%		43.7%	42.9%		45.6%	44.4%		25.0%	40.0%			16.7%	
	D	6.9%	8.1%		6.3%	8.4%		17.0%	17.3%		18.4%	19.7%							
	SD	4.0%	3.7%		3.4%	3.8%		9.6%	8.3%		9.6%	8.5%					50.0%	16.7%	
B. Communication																			
1. I am kept well informed about plans and progress at my organization.	TA	75.5%	75.3%	0.2% ↓	78.8%	75.0%	3.8% ↓	52.6%	55.2%	2.6% ↑	50.4%	50.0%	0.4% ↓	87.5%	100.0%	12.5% ↑	50.0%	83.3%	33.3% ↑
	SA	22.1%	22.8%		24.7%	22.3%		10.4%	10.4%		8.8%	7.6%		37.5%	40.0%			16.7%	
	A	53.5%	52.6%		54.1%	52.7%		42.2%	44.8%		41.6%	42.4%		50.0%	60.0%		50.0%	66.7%	
	D	18.3%	17.6%		15.9%	17.7%		34.8%	31.3%		36.0%	35.6%		12.5%			50.0%		
	SD	6.2%	7.1%		5.3%	7.3%		12.6%	13.4%		13.6%	14.4%						16.7%	
2. I am kept up to date about news and issues at my organization that affect my job.	TA	76.6%	76.5%	0.1% ↓	79.5%	76.2%	3.3% ↓	52.6%	52.2%	0.4% ↓	51.2%	47.5%	3.7% ↓	87.5%	100.0%	12.5% ↑		66.7%	66.7% ↑
	SA	23.4%	23.8%		26.3%	23.3%		11.1%	12.7%		8.8%	10.2%		50.0%	40.0%			16.7%	
	A	53.1%	52.7%		53.2%	52.9%		41.5%	39.6%		42.4%	37.3%		37.5%	60.0%			50.0%	
	D	17.3%	16.7%		15.3%	16.7%		38.5%	31.3%		39.2%	34.7%		12.5%			100.0%	16.7%	
	SD	6.2%	6.9%		5.2%	7.1%		8.9%	16.4%		9.6%	17.8%						16.7%	
3. I am asked for my input and/or ideas when important decisions are made that affect my work.	TA	68.1%	70.1%	2.0% ↑	71.4%	69.8%	1.6% ↓	44.8%	51.1%	6.3% ↑	41.9%	47.0%	5.1% ↑	100.0%	100.0%			50.0%	50.0% ↑
	SA	20.9%	21.8%		23.5%	21.3%		11.9%	15.0%		8.9%	11.1%		62.5%	50.0%			33.3%	
	A	47.2%	48.2%		47.9%	48.4%		32.8%	36.1%		33.1%	35.9%		37.5%	50.0%			16.7%	
	D	22.2%	20.4%		19.9%	20.5%		32.1%	27.1%		33.9%	29.1%					50.0%	33.3%	
	SD	9.8%	9.5%		8.7%	9.8%		23.1%	21.8%		24.2%	23.9%					50.0%	16.7%	
4. My organization has a clear means for disseminating important information.	TA	76.2%	76.7%	0.5% ↑	79.1%	76.3%	2.8% ↓	43.0%	52.2%	9.2% ↑	40.0%	48.3%	8.3% ↑	100.0%	100.0%			50.0%	50.0% ↑
	SA	21.5%	22.5%		24.5%	21.9%		11.9%	14.9%		9.6%	11.9%		50.0%	40.0%			33.3%	
	A	54.7%	54.2%		54.6%	54.5%		31.1%	37.3%		30.4%	36.4%		50.0%	60.0%			16.7%	
	D	17.5%	16.8%		15.2%	16.9%		43.0%	31.3%		45.6%	33.9%					50.0%	33.3%	
	SD	6.3%	6.5%		5.6%	6.8%		14.1%	16.4%		14.4%	17.8%					50.0%	16.7%	

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
C. Leadership																			
1. I believe the management team is well informed about team member concerns and issues.	TA	75.0%	76.6%	1.6% ↑	77.9%	76.0%	1.9% ↓	47.4%	61.2%	13.8% ↑	44.0%	57.6%	13.6% ↑	100.0%	90.0%	10.0% ↓	50.0%	83.3%	33.3% ↑
	SA	25.4%	26.5%		28.4%	26.0%		17.0%	20.9%		14.4%	16.9%		62.5%	50.0%			50.0%	
	A	49.5%	50.0%		49.5%	50.0%		30.4%	40.3%		29.6%	40.7%		37.5%	40.0%		50.0%	33.3%	
	D	16.3%	14.8%		14.1%	14.9%		33.3%	23.9%		36.0%	25.4%			10.0%			16.7%	
	SD	8.7%	8.6%		8.0%	9.1%		19.3%	14.9%		20.0%	16.9%					50.0%		
2. I believe that the organization is being managed effectively by the management team.	TA	73.1%	73.8%	0.7% ↑	75.9%	73.3%	2.6% ↓	45.9%	53.0%	7.1% ↑	43.2%	49.2%	6.0% ↑	100.0%	100.0%			50.0%	50.0% ↑
	SA	24.3%	25.6%		27.7%	25.1%		14.1%	16.4%		12.0%	13.6%		50.0%	40.0%			33.3%	
	A	48.9%	48.2%		48.2%	48.2%		31.9%	36.6%		31.2%	35.6%		50.0%	60.0%			16.7%	
	D	17.3%	16.1%		15.3%	16.3%		26.7%	23.1%		28.0%	24.6%					50.0%	33.3%	
	SD	9.5%	10.1%		8.7%	10.4%		27.4%	23.9%		28.8%	26.3%					50.0%	16.7%	
3. Team member concerns are taken seriously by the management team and timely follow-up occurs.	TA	68.1%	70.3%	2.2% ↑	71.6%	70.0%	1.6% ↓	38.1%	48.5%	10.4% ↑	35.5%	44.8%	9.3% ↑	87.5%	90.0%	2.5% ↑		50.0%	50.0% ↑
	SA	23.3%	25.0%		26.3%	24.5%		10.4%	16.7%		7.3%	12.9%		62.5%	50.0%			33.3%	
	A	44.8%	45.3%		45.3%	45.5%		27.6%	31.8%		28.2%	31.9%		25.0%	40.0%			16.7%	
	D	20.1%	17.9%		17.5%	17.8%		35.8%	25.8%		37.1%	27.6%		12.5%	10.0%		50.0%	16.7%	
	SD	11.9%	11.8%		10.9%	12.2%		26.1%	25.8%		27.4%	27.6%					50.0%	33.3%	
Workgroup Index		83.9%	83.4%	0.5% ↓	85.5%	83.2%	2.2% ↓	79.4%	79.2%	0.2% ↓	78.3%	78.8%	0.6% ↑	99.3%	95.8%	3.5% ↓	69.7%	50.0%	19.7% ↓
D. Teamwork																			
1. I believe there is good communication in my team.	TA	81.1%	81.5%	0.4% ↑	83.6%	81.8%	1.8% ↓	72.4%	74.2%	1.8% ↑	71.0%	72.9%	1.9% ↑	100.0%	100.0%		50.0%	50.0%	
	SA	28.1%	28.4%		31.2%	28.2%		17.9%	25.8%		17.7%	24.6%		25.0%	40.0%			25.0%	
	A	53.0%	53.1%		52.4%	53.7%		54.5%	48.5%		53.2%	48.3%		75.0%	60.0%		50.0%	25.0%	
	D	14.2%	13.2%		12.3%	12.8%		20.1%	15.2%		21.0%	16.9%					50.0%		
	SD	4.7%	5.3%		4.1%	5.4%		7.5%	10.6%		8.1%	10.2%						50.0%	
2. I am comfortable sharing my work-related opinions with coworkers.	TA	87.6%	87.4%	0.2% ↓	88.8%	87.4%	1.4% ↓	80.0%	85.6%	5.6% ↑	78.4%	83.9%	5.5% ↑	100.0%	100.0%		100.0%	100.0%	
	SA	31.9%	31.9%		34.3%	31.4%		23.7%	35.6%		22.4%	34.7%		50.0%	50.0%			25.0%	
	A	55.7%	55.5%		54.5%	56.0%		56.3%	50.0%		56.0%	49.2%		50.0%	50.0%		100.0%	75.0%	
	D	9.1%	9.1%		8.3%	9.0%		13.3%	8.3%		14.4%	9.3%							
	SD	3.3%	3.5%		2.9%	3.6%		6.7%	6.1%		7.2%	6.8%							
3. My coworkers and I work well together.	TA	92.0%	91.9%	0.1% ↓	92.8%	91.7%	1.1% ↓	89.5%	93.8%	4.3% ↑	88.6%	93.2%	4.6% ↑	100.0%	100.0%		100.0%	100.0%	
	SA	37.4%	37.7%		39.5%	37.2%		39.1%	43.1%		39.0%	40.2%		37.5%	77.8%		50.0%	50.0%	
	A	54.6%	54.2%		53.3%	54.5%		50.4%	50.8%		49.6%	53.0%		62.5%	22.2%		50.0%	50.0%	
	D	5.8%	5.9%		5.2%	6.1%		6.8%	3.8%		7.3%	4.3%							
	SD	2.2%	2.1%		1.9%	2.2%		3.8%	2.3%		4.1%	2.6%							
4. I am encouraged to work as part of a team.	TA	91.9%	91.5%	0.4% ↓	93.0%	91.4%	1.6% ↓	84.4%	87.1%	2.7% ↑	84.0%	87.3%	3.3% ↑	87.5%	100.0%	12.5% ↑	100.0%	50.0%	50.0% ↓
	SA	37.5%	38.0%		40.2%	37.3%		31.9%	40.2%		31.2%	37.3%		50.0%	80.0%			25.0%	
	A	54.4%	53.5%		52.8%	54.1%		52.6%	47.0%		52.8%	50.0%		37.5%	20.0%		100.0%	25.0%	
	D	5.6%	5.8%		4.9%	5.8%		12.6%	8.3%		12.8%	7.6%		12.5%				50.0%	
	SD	2.5%	2.7%		2.2%	2.8%		3.0%	4.5%		3.2%	5.1%							
5. I am treated as a team member regardless of my position.	TA	85.9%	86.3%	0.4% ↑	87.2%	86.0%	1.2% ↓	73.7%	80.2%	6.5% ↑	71.5%	79.7%	8.2% ↑	100.0%	100.0%		100.0%	50.0%	50.0% ↓
	SA	33.0%	33.5%		35.1%	32.7%		30.1%	38.9%		29.3%	35.6%		50.0%	88.9%			25.0%	
	A	52.9%	52.8%		52.1%	53.3%		43.6%	41.2%		42.3%	44.1%		50.0%	11.1%		100.0%	25.0%	
	D	9.8%	9.3%		8.9%	9.2%		18.0%	12.2%		19.5%	11.9%						50.0%	
	SD	4.3%	4.4%		3.9%	4.8%		8.3%	7.6%		8.9%	8.5%							

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
E. Manager Support																			
1. My direct supervisor treats me with respect.	TA	88.9%	88.2%	0.7% ↓	89.6%	87.9%	1.7% ↓	89.6%	90.2%	0.6% ↑	88.8%	90.7%	1.9% ↑	100.0%	100.0%		100.0%	50.0%	50.0% ↓
	SA	38.5%	36.9%		39.9%	35.5%		36.6%	40.9%		35.2%	40.7%		57.1%	50.0%		50.0%	25.0%	
	A	50.4%	51.3%		49.7%	52.3%		53.0%	49.2%		53.6%	50.0%		42.9%	50.0%		50.0%	25.0%	
	D	6.9%	6.9%		6.5%	7.0%		7.5%	8.3%		8.0%	8.5%						25.0%	
	SD	4.1%	5.0%		4.0%	5.1%		3.0%	1.5%		3.2%	0.8%						25.0%	
2. My direct supervisor treats me fairly.	TA	87.1%	86.2%	0.9% ↓	88.0%	85.8%	2.2% ↓	87.2%	85.5%	1.7% ↓	87.0%	85.5%	1.5% ↓	100.0%	100.0%		50.0%	50.0%	
	SA	35.8%	35.1%		36.9%	33.8%		34.6%	38.9%		32.5%	39.3%		62.5%	40.0%		50.0%	25.0%	
	A	51.3%	51.1%		51.0%	52.0%		52.6%	46.6%		54.5%	46.2%		37.5%	60.0%			25.0%	
	D	8.6%	8.5%		8.0%	8.7%		8.3%	10.7%		8.9%	11.1%						25.0%	
	SD	4.3%	5.3%		4.1%	5.5%		4.5%	3.8%		4.1%	3.4%					50.0%	25.0%	
3. My direct supervisor shows a sincere interest in me as a person, not just as a team member.	TA	81.7%	81.7%		83.5%	81.4%	2.1% ↓	81.5%	81.1%	0.4% ↓	80.8%	81.4%	0.6% ↑	100.0%	90.0%	10.0% ↓	50.0%	50.0%	
	SA	34.0%	33.1%		35.8%	31.9%		34.1%	37.9%		32.0%	37.3%		62.5%	50.0%		50.0%	25.0%	
	A	47.7%	48.6%		47.7%	49.5%		47.4%	43.2%		48.8%	44.1%		37.5%	40.0%			25.0%	
	D	13.0%	12.4%		11.7%	12.4%		14.1%	17.4%		14.4%	17.8%			10.0%		50.0%	25.0%	
	SD	5.3%	5.9%		4.8%	6.1%		4.4%	1.5%		4.8%	0.8%						25.0%	
4. I believe my direct supervisor encourages and supports my professional development.	TA	82.7%	82.0%	0.7% ↓	84.9%	82.0%	2.9% ↓	81.2%	76.5%	4.7% ↓	80.5%	77.1%	3.4% ↓	100.0%	90.0%	10.0% ↓	50.0%	25.0%	25.0% ↓
	SA	32.5%	32.6%		35.0%	31.6%		30.8%	34.8%		28.5%	33.9%		62.5%	50.0%		50.0%	25.0%	
	A	50.2%	49.4%		49.8%	50.4%		50.4%	41.7%		52.0%	43.2%		37.5%	40.0%				
	D	11.9%	12.0%		10.5%	11.9%		14.3%	21.2%		14.6%	21.2%			10.0%		50.0%	50.0%	
	SD	5.4%	6.0%		4.7%	6.1%		4.5%	2.3%		4.9%	1.7%						25.0%	
5. I feel comfortable discussing my job-related concerns and issues with my direct supervisor.	TA	83.6%	82.4%	1.2% ↓	85.3%	82.1%	3.2% ↓	82.2%	78.6%	3.6% ↓	80.8%	79.5%	1.3% ↓	100.0%	90.0%	10.0% ↓	100.0%	25.0%	75.0% ↓
	SA	34.2%	33.4%		36.1%	32.2%		29.6%	34.4%		26.4%	33.3%		75.0%	50.0%		50.0%	25.0%	
	A	49.4%	49.0%		49.3%	49.9%		52.6%	44.3%		54.4%	46.2%		25.0%	40.0%		50.0%		
	D	11.0%	11.4%		9.6%	11.6%		14.8%	18.3%		16.0%	17.9%			10.0%			50.0%	
	SD	5.3%	6.2%		5.1%	6.3%		3.0%	3.1%		3.2%	2.6%						25.0%	
6. I receive praise and recognition from my direct supervisor when I do a good job.	TA	76.1%	75.5%	0.6% ↓	78.5%	75.1%	3.4% ↓	74.4%	69.5%	4.9% ↓	73.2%	68.4%	4.8% ↓	100.0%	100.0%		50.0%	25.0%	25.0% ↓
	SA	29.8%	29.6%		31.9%	28.4%		27.8%	31.3%		24.4%	29.9%		75.0%	50.0%		50.0%	25.0%	
	A	46.3%	45.9%		46.7%	46.7%		46.6%	38.2%		48.8%	38.5%		25.0%	50.0%				
	D	16.1%	16.1%		14.4%	16.4%		15.8%	21.4%		17.1%	22.2%						50.0%	
	SD	7.8%	8.3%		7.0%	8.6%		9.8%	9.2%		9.8%	9.4%					50.0%	25.0%	
7. My direct supervisor gives me feedback that helps me improve my performance.	TA	80.2%	79.1%	1.1% ↓	82.1%	79.0%	3.1% ↓	72.2%	67.4%	4.8% ↓	70.7%	66.9%	3.8% ↓	100.0%	90.0%	10.0% ↓	50.0%	25.0%	25.0% ↓
	SA	29.6%	29.4%		32.0%	28.4%		22.6%	34.1%		20.3%	33.1%		62.5%	50.0%			25.0%	
	A	50.6%	49.8%		50.2%	50.6%		49.6%	33.3%		50.4%	33.9%		37.5%	40.0%		50.0%		
	D	13.8%	14.1%		12.5%	14.1%		21.8%	22.0%		23.6%	22.0%			10.0%			50.0%	
	SD	6.0%	6.7%		5.4%	7.0%		6.0%	10.6%		5.7%	11.0%					50.0%	25.0%	
8. My direct supervisor encourages me to suggest better ways of doing work.	TA	79.3%	78.9%	0.4% ↓	81.4%	78.7%	2.7% ↓	72.9%	71.8%	1.1% ↓	71.5%	70.9%	0.6% ↓	100.0%	90.0%	10.0% ↓	50.0%	50.0%	
	SA	28.3%	29.4%		30.8%	28.3%		23.3%	30.5%		21.1%	29.1%		62.5%	50.0%			25.0%	
	A	51.0%	49.5%		50.6%	50.4%		49.6%	41.2%		50.4%	41.9%		37.5%	40.0%		50.0%	25.0%	
	D	14.8%	14.0%		13.2%	14.2%		21.1%	20.6%		22.8%	21.4%			10.0%			25.0%	
	SD	5.8%	7.1%		5.4%	7.2%		6.0%	7.6%		5.7%	7.7%					50.0%	25.0%	
9. I feel supported in my work.	TA	79.1%	78.6%	0.5% ↓	81.1%	78.3%	2.8% ↓	73.1%	72.3%	0.8% ↓	71.8%	71.6%	0.2% ↓	100.0%	90.0%	10.0% ↓	50.0%	50.0%	
	SA	29.1%	29.4%		31.6%	28.3%		21.6%	33.1%		19.4%	31.0%		62.5%	60.0%			25.0%	
	A	50.0%	49.2%		49.5%	50.0%		51.5%	39.2%		52.4%	40.5%		37.5%	30.0%		50.0%	25.0%	
	D	14.0%	13.7%		12.6%	13.9%		17.2%	19.2%		18.5%	19.8%			10.0%			25.0%	
	SD	6.9%	7.6%		6.3%	7.8%		9.7%	8.5%		9.7%	8.6%					50.0%	25.0%	

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
10. Overall, I am satisfied with my direct supervisor.	TA	83.3%	82.7%	0.6% ↓	85.0%	82.4%	2.6% ↓	81.3%	80.8%	0.5% ↓	80.6%	81.2%	0.6% ↑	100.0%	88.9%	11.1% ↓	50.0%	50.0%	
	SA	33.3%	33.1%		35.2%	31.8%		29.9%	37.7%		27.4%	35.9%		62.5%	66.7%		50.0%	25.0%	
	A	50.0%	49.6%		49.8%	50.6%		51.5%	43.1%		53.2%	45.3%		37.5%	22.2%			25.0%	
	D	10.7%	10.4%		9.5%	10.6%		14.2%	13.8%		15.3%	13.7%			11.1%			25.0%	
	SD	6.0%	6.8%		5.5%	7.0%		4.5%	5.4%		4.0%	5.1%					50.0%	25.0%	
11. My direct supervisor recognizes that making honest mistakes and learning from them are part of doing business.	TA	84.0%	83.1%	0.9% ↓	84.9%	82.5%	2.4% ↓	81.2%	80.6%	0.6% ↓	80.5%	80.2%	0.3% ↓	100.0%	100.0%		50.0%	50.0%	
	SA	30.8%	30.6%		32.4%	29.4%		30.1%	38.8%		27.6%	37.9%		62.5%	55.6%		50.0%	25.0%	
	A	53.2%	52.5%		52.4%	53.1%		51.1%	41.9%		52.8%	42.2%		37.5%	44.4%			25.0%	
	D	10.2%	10.1%		9.5%	10.4%		12.0%	14.0%		13.0%	14.7%						25.0%	
	SD	5.8%	6.8%		5.7%	7.1%		6.8%	5.4%		6.5%	5.2%					50.0%	25.0%	
12. My performance evaluation provides me with clear guidelines for progress and growth.	TA	81.9%	81.4%	0.5% ↓	83.6%	81.7%	1.9% ↓	72.2%	71.3%	0.9% ↓	70.1%	69.6%	0.5% ↓	100.0%	100.0%		100.0%	50.0%	50.0% ↓
	SA	28.9%	29.1%		31.1%	28.5%		23.8%	27.9%		21.4%	25.2%		62.5%	60.0%			25.0%	
	A	53.0%	52.4%		52.5%	53.2%		48.4%	43.4%		48.7%	44.3%		37.5%	40.0%		100.0%	25.0%	
	D	11.5%	11.4%		10.3%	11.2%		16.7%	16.3%		17.9%	17.4%						25.0%	
	SD	6.6%	7.1%		6.1%	7.1%		11.1%	12.4%		12.0%	13.0%						25.0%	
Team Member Support Index		82.8%	82.9%	0.2% ↑	84.4%	82.9%	1.5% ↓	67.5%	68.3%	0.8% ↑	65.3%	66.1%	0.8% ↑	98.1%	94.6%	3.5% ↓	76.9%	66.7%	10.3% ↓
F. Work Environment																			
1. I believe my workplace is safe.	TA	88.2%	86.7%	1.5% ↓	89.3%	86.1%	3.2% ↓	74.6%	67.2%	7.4% ↓	72.6%	64.4%	8.2% ↓	100.0%	100.0%		100.0%	66.7%	33.3% ↓
	SA	32.4%	32.1%		34.8%	30.5%		20.9%	20.6%		17.7%	18.6%		75.0%	50.0%				
	A	55.9%	54.6%		54.5%	55.6%		53.7%	46.6%		54.8%	45.8%		25.0%	50.0%		100.0%	66.7%	
	D	8.3%	9.6%		7.7%	10.1%		17.2%	22.9%		18.5%	25.4%							
	SD	3.5%	3.7%		3.0%	3.9%		8.2%	9.9%		8.9%	10.2%						33.3%	
2. My organization is a physically comfortable place to work.	TA	83.6%	83.2%	0.4% ↓	84.7%	82.5%	2.2% ↓	69.4%	64.9%	4.5% ↓	66.9%	61.9%	5.0% ↓	100.0%	100.0%		100.0%	66.7%	33.3% ↓
	SA	29.0%	29.6%		31.1%	28.4%		19.4%	19.8%		16.1%	17.8%		75.0%	50.0%				
	A	54.7%	53.6%		53.6%	54.1%		50.0%	45.0%		50.8%	44.1%		25.0%	50.0%		100.0%	66.7%	
	D	11.4%	11.6%		10.5%	12.1%		18.7%	20.6%		20.2%	22.0%						33.3%	
	SD	5.0%	5.2%		4.8%	5.5%		11.9%	14.5%		12.9%	16.1%							
3. Health and safety process are regularly reviewed and discussed with team members.	TA	84.5%	84.0%	0.5% ↓	86.6%	84.0%	2.6% ↓	70.7%	63.4%	7.3% ↓	68.3%	60.2%	8.1% ↓	100.0%	100.0%		100.0%	66.7%	33.3% ↓
	SA	30.9%	30.1%		34.0%	29.7%		21.8%	22.1%		18.7%	20.3%		75.0%	50.0%				
	A	53.6%	53.9%		52.6%	54.4%		48.9%	41.2%		49.6%	39.8%		25.0%	50.0%		100.0%	66.7%	
	D	10.9%	11.2%		9.4%	11.0%		21.1%	24.4%		22.8%	26.3%						33.3%	
	SD	4.6%	4.8%		4.1%	4.9%		8.3%	12.2%		8.9%	13.6%							

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
G. Team Member Development																			
1. I have the information and resources I need to do my job properly.	TA	85.1%	84.2%	0.9% ↓	86.7%	84.2%	2.5% ↓	74.1%	65.6%	8.5% ↓	72.8%	62.7%	10.1% ↓	100.0%	100.0%		50.0%	66.7%	16.7% ↑
	SA	26.1%	26.2%		29.3%	25.8%		11.1%	15.3%		9.6%	14.4%		37.5%	30.0%				
	A	59.0%	58.0%		57.5%	58.4%		63.0%	50.4%		63.2%	48.3%		62.5%	70.0%		50.0%	66.7%	
	D	11.2%	11.4%		10.1%	11.3%		17.0%	23.7%		17.6%	26.3%					50.0%		
	SD	3.7%	4.4%		3.1%	4.6%		8.9%	10.7%		9.6%	11.0%						33.3%	
2. I am given the training and support I need to do my job well.	TA	86.7%	86.1%	0.6% ↓	88.3%	86.5%	1.8% ↓	69.6%	69.8%	0.2% ↑	67.2%	68.1%	0.9% ↑	100.0%	80.0%	20.0% ↓	100.0%	100.0%	
	SA	28.0%	27.5%		30.9%	27.2%		16.3%	17.1%		15.2%	16.4%		37.5%	30.0%				
	A	58.7%	58.6%		57.4%	59.3%		53.3%	52.7%		52.0%	51.7%		62.5%	50.0%		100.0%	100.0%	
	D	10.0%	10.0%		9.0%	9.6%		23.7%	21.7%		25.6%	22.4%			20.0%				
	SD	3.3%	3.9%		2.7%	3.9%		6.7%	8.5%		7.2%	9.5%							
3. I receive the tools and equipment I need to do my job well.	TA	81.3%	80.8%	0.5% ↓	83.5%	80.4%	3.1% ↓	63.4%	66.7%	3.3% ↑	61.3%	63.8%	2.5% ↑	100.0%	100.0%		50.0%	66.7%	16.7% ↑
	SA	25.8%	26.6%		28.3%	26.1%		14.2%	16.3%		12.9%	15.5%		37.5%	30.0%				
	A	55.5%	54.1%		55.2%	54.3%		49.3%	50.4%		48.4%	48.3%		62.5%	70.0%		50.0%	66.7%	
	D	13.8%	14.1%		12.4%	14.2%		25.4%	24.8%		26.6%	26.7%					50.0%	33.3%	
	SD	4.9%	5.1%		4.1%	5.4%		11.2%	8.5%		12.1%	9.5%							
4. I understand my job responsibilities.	TA	96.2%	95.6%	0.6% ↓	96.3%	95.6%	0.7% ↓	95.5%	91.6%	3.9% ↓	95.1%	92.4%	2.7% ↓	100.0%	90.0%	10.0% ↓	100.0%	66.7%	33.3% ↓
	SA	42.2%	41.4%		44.2%	41.0%		37.6%	33.6%		35.8%	33.1%		50.0%	50.0%		100.0%		
	A	54.0%	54.2%		52.1%	54.6%		57.9%	58.0%		59.3%	59.3%		50.0%	40.0%			66.7%	
	D	2.4%	2.7%		2.3%	2.7%		3.8%	6.9%		4.1%	5.9%			10.0%			33.3%	
	SD	1.4%	1.7%		1.4%	1.8%		0.8%	1.5%		0.8%	1.7%							
5. I have opportunities for professional growth and development.	TA	78.2%	78.8%	0.6% ↑	80.4%	79.6%	0.8% ↓	55.6%	68.8%	13.2% ↑	52.8%	67.0%	14.2% ↑	100.0%	100.0%		50.0%	33.3%	16.7% ↓
	SA	26.5%	26.3%		29.2%	26.2%		18.5%	20.3%		16.0%	18.3%		62.5%	50.0%				
	A	51.7%	52.6%		51.2%	53.4%		37.0%	48.4%		36.8%	48.7%		37.5%	50.0%		50.0%	33.3%	
	D	15.2%	15.2%		13.9%	14.8%		31.9%	24.2%		34.4%	25.2%						66.7%	
	SD	6.6%	6.0%		5.6%	5.7%		12.6%	7.0%		12.8%	7.8%					50.0%		
6. I am completely clear regarding my role and responsibilities in my current position.	TA	93.0%	92.5%	0.5% ↓	93.5%	92.8%	0.7% ↓	86.5%	82.8%	3.7% ↓	85.4%	82.6%	2.8% ↓	100.0%	90.0%	10.0% ↓	100.0%	66.7%	33.3% ↓
	SA	38.1%	37.4%		40.6%	36.9%		28.6%	28.1%		26.0%	26.1%		62.5%	60.0%		50.0%		
	A	54.9%	55.2%		52.9%	55.9%		57.9%	54.7%		59.3%	56.5%		37.5%	30.0%		50.0%	66.7%	
	D	4.9%	5.3%		4.4%	5.0%		9.8%	12.5%		10.6%	12.2%			10.0%			33.3%	
	SD	2.1%	2.2%		2.1%	2.2%		3.8%	4.7%		4.1%	5.2%							

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
H. Recognition																			
1. I believe everyone has an opportunity to receive recognition.	TA	82.5%	83.0%	0.5% ↑	83.7%	82.8%	0.9% ↓	66.2%	67.7%	1.5% ↑	64.2%	65.0%	0.8% ↑	100.0%	100.0%		50.0%	66.7%	16.7% ↑
	SA	29.9%	30.8%		31.1%	29.9%		23.3%	21.5%		21.1%	20.5%		62.5%	40.0%				
	A	52.6%	52.2%		52.6%	52.9%		42.9%	46.2%		43.1%	44.4%		37.5%	60.0%		50.0%	66.7%	
	D	11.8%	11.9%		11.0%	12.0%		18.0%	21.5%		19.5%	23.1%						33.3%	
	SD	5.7%	5.1%		5.3%	5.2%		15.8%	10.8%		16.3%	12.0%					50.0%		
2. I believe my job at my organization is secure.	TA	79.6%	80.6%	1.0% ↑	81.7%	80.3%	1.4% ↓	63.4%	68.5%	5.1% ↑	60.5%	66.7%	6.2% ↑	100.0%	90.0%	10.0% ↓	100.0%	66.7%	33.3% ↓
	SA	23.1%	24.7%		25.9%	23.9%		17.2%	16.2%		14.5%	14.5%		50.0%	40.0%		50.0%		
	A	56.5%	55.8%		55.8%	56.4%		46.3%	52.3%		46.0%	52.1%		50.0%	50.0%		50.0%	66.7%	
	D	14.4%	13.9%		13.0%	14.1%		23.1%	17.7%		25.0%	18.8%			10.0%				
	SD	6.0%	5.5%		5.3%	5.6%		13.4%	13.8%		14.5%	14.5%						33.3%	
3. I believe team members at my organization are promoted on the basis of merit.	TA	69.5%	71.4%	1.9% ↑	71.7%	71.7%		47.0%	56.6%	9.6% ↑	44.3%	53.4%	9.1% ↑	87.5%	90.0%	2.5% ↑	50.0%	66.7%	16.7% ↑
	SA	18.5%	20.8%		21.0%	20.4%		12.1%	10.9%		10.7%	10.3%		37.5%	20.0%				
	A	51.0%	50.6%		50.7%	51.3%		34.8%	45.7%		33.6%	43.1%		50.0%	70.0%		50.0%	66.7%	
	D	19.8%	19.4%		18.4%	19.1%		31.1%	27.9%		32.8%	30.2%		12.5%	10.0%				
	SD	10.7%	9.2%		9.9%	9.2%		22.0%	15.5%		23.0%	16.4%					50.0%	33.3%	
4. I believe there is recognition of high performing team members.	TA	67.6%	71.1%	3.5% ↑	70.2%	71.0%	0.8% ↑	40.5%	54.3%	13.8% ↑	37.2%	50.9%	13.7% ↑	87.5%	90.0%	2.5% ↑	50.0%	66.7%	16.7% ↑
	SA	20.2%	22.8%		22.7%	22.2%		13.0%	16.3%		11.6%	13.8%		37.5%	50.0%				
	A	47.4%	48.3%		47.5%	48.8%		27.5%	38.0%		25.6%	37.1%		50.0%	40.0%		50.0%	66.7%	
	D	21.6%	19.2%		20.1%	19.1%		33.6%	27.9%		35.5%	29.3%		12.5%	10.0%			33.3%	
	SD	10.8%	9.7%		9.7%	9.9%		26.0%	17.8%		27.3%	19.8%					50.0%		

Team Member Engagement Survey Site Report 2016: Victoria Manor Care Community		Sienna Overall			Care Communities Overall			Victoria Manor Care Community Overall			Victoria Manor Care Community Front Line			Victoria Manor Care Community Management			Victoria Manor Care Community Demographic Category Not Specified		
		2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change	2015	2016	Change
Overall Job Satisfaction Index		83.7%	84.1%	0.4% ↑	85.2%	83.9%	1.3% ↓	72.3%	75.4%	3.1% ↑	70.6%	74.0%	3.4% ↑	94.6%	100.0%	5.4% ↑	85.7%	35.7%	50.0% ↓
I. Overall Job Satisfaction																			
1. Overall, I am treated with dignity and respect at my organization.	TA	85.1%	84.9%	0.2% ↓	86.2%	84.3%	1.9% ↓	76.9%	82.0%	5.1% ↑	75.8%	81.0%	5.2% ↑	100.0%	100.0%		50.0%	50.0%	
	SA	28.3%	29.4%		30.6%	28.3%		20.9%	18.8%		19.4%	17.2%		50.0%	40.0%				
	A	56.8%	55.6%		55.6%	56.0%		56.0%	63.3%		56.5%	63.8%		50.0%	60.0%		50.0%	50.0%	
	D	10.4%	9.7%		9.9%	10.1%		14.2%	10.9%		14.5%	12.1%					50.0%		
	SD	4.4%	5.4%		3.9%	5.7%		9.0%	7.0%		9.7%	6.9%						50.0%	
2. Taking everything into account, I believe my organization is a great place to work.	TA	84.7%	85.1%	0.4% ↑	86.1%	84.7%	1.4% ↓	69.7%	73.6%	3.9% ↑	67.2%	71.8%	4.6% ↑	100.0%	100.0%		100.0%	50.0%	50.0% ↓
	SA	28.7%	29.9%		31.0%	29.0%		20.5%	21.7%		18.9%	17.9%		50.0%	70.0%				
	A	56.0%	55.3%		55.1%	55.7%		49.2%	51.9%		48.4%	53.8%		50.0%	30.0%		100.0%	50.0%	
	D	10.8%	10.1%		10.0%	10.3%		20.5%	17.8%		22.1%	19.7%							
	SD	4.5%	4.8%		3.9%	5.0%		9.8%	8.5%		10.7%	8.5%						50.0%	
3. I would refer a friend to work here.	TA	80.0%	80.7%	0.7% ↑	81.9%	80.7%	1.2% ↓	58.2%	63.6%	5.4% ↑	55.6%	60.7%	5.1% ↑	87.5%	100.0%	12.5% ↑	100.0%	50.0%	50.0% ↓
	SA	28.0%	30.0%		30.9%	29.2%		20.1%	20.9%		18.5%	17.1%		50.0%	70.0%				
	A	52.0%	50.7%		51.0%	51.5%		38.1%	42.6%		37.1%	43.6%		37.5%	30.0%		100.0%	50.0%	
	D	13.1%	12.4%		12.0%	12.2%		23.1%	20.9%		24.2%	23.1%		12.5%					
	SD	6.9%	6.9%		6.1%	7.2%		18.7%	15.5%		20.2%	16.2%						50.0%	
4. There are opportunities available at my workplace for me to develop new skills.	TA	74.5%	75.6%	1.1% ↑	76.8%	75.4%	1.4% ↓	55.2%	61.7%	6.5% ↑	52.4%	58.6%	6.2% ↑	100.0%	100.0%		50.0%	50.0%	
	SA	24.3%	24.7%		26.6%	24.1%		14.9%	18.0%		12.9%	16.4%		50.0%	40.0%				
	A	50.2%	50.9%		50.1%	51.3%		40.3%	43.8%		39.5%	42.2%		50.0%	60.0%		50.0%	50.0%	
	D	18.6%	17.6%		17.5%	17.7%		32.8%	25.8%		35.5%	27.6%						50.0%	
	SD	6.9%	6.8%		5.7%	7.0%		11.9%	12.5%		12.1%	13.8%					50.0%		
5. I am likely to still be working at my home in two years.	TA	85.9%	86.0%		87.8%	86.7%	1.1% ↓	84.4%	86.8%	2.4% ↑	84.0%	86.3%	2.3% ↑	87.5%	100.0%	12.5% ↑	100.0%	50.0%	50.0% ↓
	SA	30.4%	30.4%		33.1%	30.2%		27.4%	26.4%		25.6%	23.9%		50.0%	60.0%		50.0%		
	A	55.5%	55.5%		54.7%	56.6%		57.0%	60.5%		58.4%	62.4%		37.5%	40.0%		50.0%	50.0%	
	D	9.8%	9.6%		8.6%	8.8%		11.1%	8.5%		11.2%	9.4%		12.5%					
	SD	4.3%	4.4%		3.6%	4.4%		4.4%	4.7%		4.8%	4.3%						50.0%	
6. I get a sense of accomplishment from my work.	TA	88.5%	88.4%	0.1% ↓	89.8%	88.3%	1.5% ↓	82.1%	82.8%	0.7% ↑	81.5%	82.8%	1.3% ↑	87.5%	100.0%	12.5% ↑	100.0%		100.0% ↓
	SA	33.2%	32.7%		35.6%	31.8%		30.6%	28.1%		29.0%	26.7%		50.0%	50.0%		50.0%		
	A	55.3%	55.8%		54.2%	56.5%		51.5%	54.7%		52.4%	56.0%		37.5%	50.0%		50.0%		
	D	7.9%	7.5%		7.0%	7.4%		11.2%	7.8%		11.3%	7.8%		12.5%				50.0%	
	SD	3.6%	4.1%		3.2%	4.2%		6.7%	9.4%		7.3%	9.5%						50.0%	
7. Overall, I am satisfied with my job.	TA	87.1%	87.7%	0.6% ↑	88.2%	87.5%	0.7% ↓	79.3%	77.3%	2.0% ↓	77.6%	76.9%	0.7% ↓	100.0%	100.0%		100.0%		100.0% ↓
	SA	32.4%	33.2%		35.1%	32.7%		23.0%	27.3%		21.6%	23.9%		50.0%	77.8%				
	A	54.8%	54.5%		53.0%	54.8%		56.3%	50.0%		56.0%	53.0%		50.0%	22.2%		100.0%		
	D	8.9%	8.1%		8.2%	8.1%		14.8%	14.8%		16.0%	15.4%						50.0%	
	SD	4.0%	4.3%		3.6%	4.4%		5.9%	7.8%		6.4%	7.7%						50.0%	
Demographics																			
Front Line Team Member		88.6%	89.5%		85.7%	85.9%		92.6%	88.1%										
Management		11.4%	10.5%		10.0%	8.3%		5.9%	7.5%										
Response Rate																			
Target Response Rate		80.0%	80.0%		80.0%	80.0%		80.0%	80.0%										
Actual Response Rate		80.8%	85.2%	4.4% ↑	62.1%	83.9%	21.8% ↑	84.9%	79.8%	5.1% ↓									
Non-Responses		19.2%	15.0%		37.9%	16.1%		15.1%	20.2%										
Engagement Rate																			
Target		88.0%	88.0%		88.0%	88.0%		88.0%	88.0%		88.0%	88.0%		88.0%	88.0%		88.0%	88.0%	
Actual		87.1%	87.7%	0.6% ↑	88.2%	87.5%	0.7% ↓	79.3%	77.3%	2.0% ↓	77.6%	76.9%	0.7% ↓	100.0%	100.0%		100.0%		100.0% ↓

* Note: calculations are rounded to the nearest 0.1%.

Percentages may not equal 100.0% due to rounding.

THE CORPORATION OF THE CITY OF KAWARTHA LAKES

Report VMC2017-02

Victoria Manor Committee of Management

Meeting Date: Monday January 16, 2017
Meeting Time: 9:30 am
Meeting Place: Human Services Board Room
322 Kent St. W., Lindsay

Subject: Victoria Manor Family Satisfaction Survey

Author: Pamela Kulas
Title: Administrator

Signature:



RECOMMENDATION(S):

RESOLVED THAT Report VMC2017-02, "2016 Family Satisfaction Survey", be received for information.


DIRECTOR

OTHER

BACKGROUND:

ProMatura, the third party research and consultancy firm was chosen to administer the 2016 Family Satisfaction Survey. In addition to the questions regarding satisfaction, this survey also analyzes the drivers of Family 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 Families were available at reception in a paper format or on-line using a survey link included in a letter sent from the Administrator.

The survey instrument included 20 Overall Satisfaction questions. Families answered the Overall Satisfaction questions using a 5-point Agreement Scale and a 5-point Satisfaction Scale. See table 1

Table 1

Question	Scale Used
My family member has made friends with other residents at this care community.	<p>AGREEMENT SCALE</p> <p>5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree</p>
My family member feels safe and secure in this care community.	
My family member feels "at home" in this care community.	
This care community appears to run smoothly.	
I am willing to recommend this care community to others.	
The staff is friendly in this care community.	
The staff is competent to do their job.	
I am satisfied with the level of communication from the care community.*	
I feel comfortable approaching the staff with my concerns.*	
The staff are responsive to my concerns.*	
The atmosphere at this care community (landscaping, noise level, odour, etc.) is pleasant.*	
I feel welcome when I visit my family member at this care community.*	
I am happy my family member and/or I chose this care community.*	
I am satisfied with the leadership team at this care community.*	
I feel supported because of how the staff relate to me.*	
I have a sense of connection with staff and feel seen, heard and valued.*	
I feel accepted by the staff.*	
Staff understand my feelings.*	
My family member's quality of life at this care community.	
The quality of services at this care community.	

* New in 2016.

Drivers of Satisfaction were included in this year's survey. These are the areas that have the greatest impact on Families overall satisfaction in our home. While scores in each area are important, focus on the Drivers of Satisfaction will have the most significant impact in being able to specifically address opportunities for improvement.

A total of 166 surveys were available for Families and 76 were completed for a response rate of 46%. The average response rate among all Sienna Families was 34%.

RESULTS:

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

The overall 2016 Family satisfaction score was 82% compared to the 2015 Family satisfaction score of 83%, a decrease of 1%.

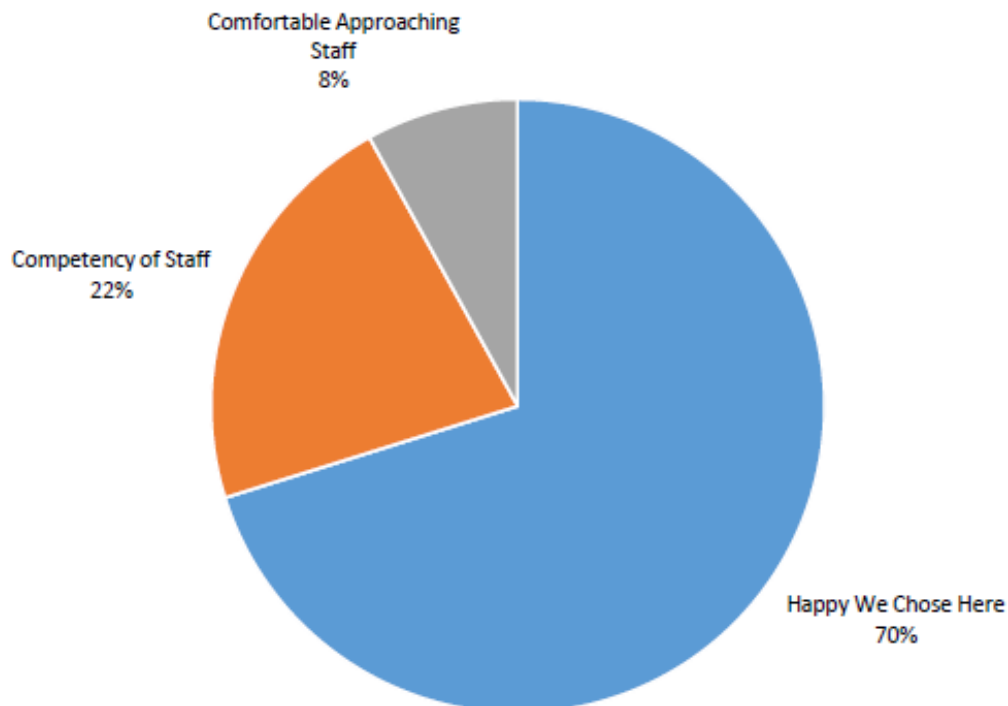
Of the 20 Overall Satisfaction Scores, 19 scores were at or better than the Sienna average.

The area scoring below the Sienna average was:

- Community runs smoothly

The primary driver of overall satisfaction among Families of Victoria Manor is “Happy We Chose Here” at 70%. See Table 2

Table 2



The next steps in the process are to review the top 3 areas of satisfaction and the top 3 areas for improvement 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

ATTACHMENTS:



2016 Family
Satisfaction Survey R

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

2016 Family Satisfaction Survey Results

Victoria Manor

SIENNA SENIOR LIVING

Provided by:



**19 County Road 168
Oxford, MS 38655**

www.promatura.com



2016 Family Satisfaction Survey Results

Executive Summary

Summary of Results

Overall Satisfaction Score Among Family

Average of Positive Responses for
“Quality of Life, Quality of Services, and Willingness to Recommend”

2015	2016
83%	82%

Survey Response Rate Among Family

	2015	2016
Surveys Distributed	85	166
Surveys Received	66	76
Response Rate	78%	46%

What Drives Satisfaction Among Family Members

We found that Happy We Chose Here was a big piece of what drove family satisfaction this year.

You should continue to focus on providing great service in this area along with raising the bar wherever it is required.

Summary of Results Among Family

Top 3 Items with Positive Responses - Family

	2015	2016
1. Friendliness of Staff	4.44	4.47
2. Comfortable Approaching Staff	Not Asked	4.35
3. Feel Welcome	Not Asked	4.32

Top 3 Items for Improvement - Family

	2015	2016
1. Runs Smoothly	4.13	3.63
2. Made Friends	3.54	3.70
3. Feel at Home	3.95	3.71



2016 Resident Satisfaction Survey Results

Report

Introduction

This report summarizes the results of the Sienna Senior Living Family Satisfaction Survey conducted by ProMatura Group, LLC, for Victoria Manor.

The survey instrument included 20 Overall Satisfaction questions. Family members answered the questions using a 5-point Agreement Scale and a 5-point Satisfaction Scale.

The survey also included space for respondents to provide comments; these comments are included in a separate file accompanying this report.

The survey questions and scales used are listed on the following page.

Service Area Questions

OVERALL SATISFACTION QUESTIONS

Question	Scale Used
My family member has made friends with other residents at this care community.	<p>AGREEMENT SCALE</p> <p>5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree</p>
My family member feels safe and secure in this care community.	
My family member feels “at home” in this care community.	
This care community appears to run smoothly.	
I am willing to recommend this care community to others.	
The staff is friendly in this care community.	
The staff is competent to do their job.	
I am satisfied with the level of communication from the care community.*	
I feel comfortable approaching the staff with my concerns.*	
The staff are responsive to my concerns.*	
The atmosphere at this care community (landscaping, noise level, odour, etc.) is pleasant.*	
I feel welcome when I visit my family member at this care community.*	
I am happy my family member and/or I chose this care community.*	
I am satisfied with the leadership team at this care community.*	
I feel supported because of how the staff relate to me.*	
I have a sense of connection with staff and feel seen, heard and valued.*	
I feel accepted by the staff.*	
Staff understand my feelings.*	

* New in 2016.

Service Area Questions

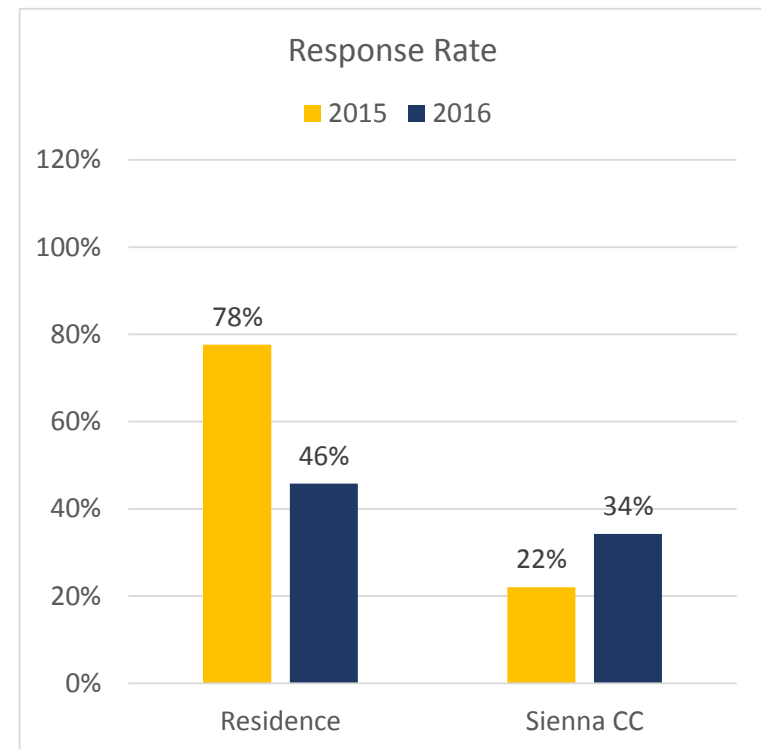
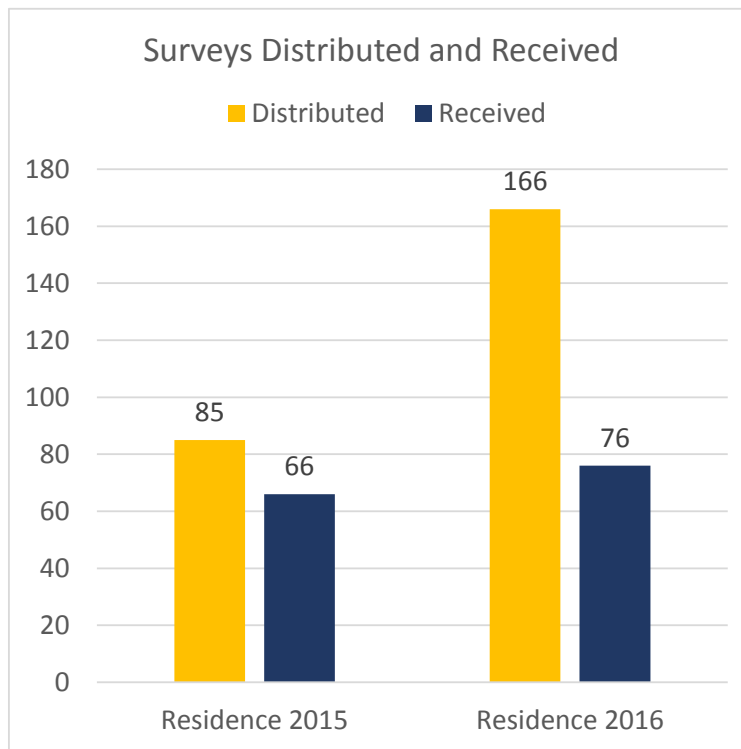
OVERALL SATISFACTION QUESTIONS

Question	Scale Used
My family member's quality of life at this care community.	SATISFACTION SCALE 5 = Very Satisfied 4 = Satisfied 3 = Neutral 2 = Dissatisfied 1 = Very Dissatisfied
The quality of services at this care community.	

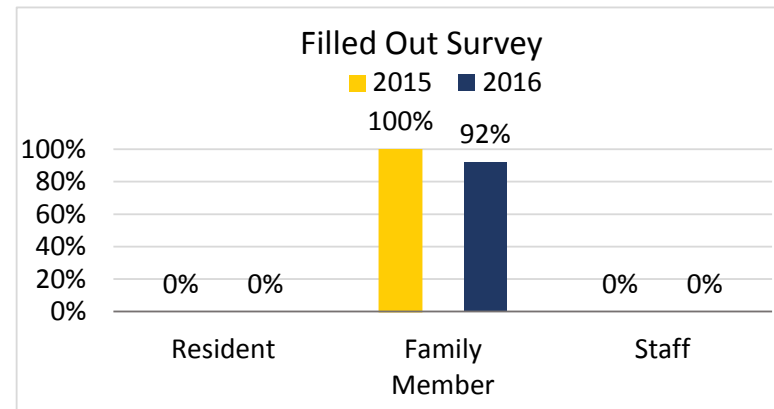
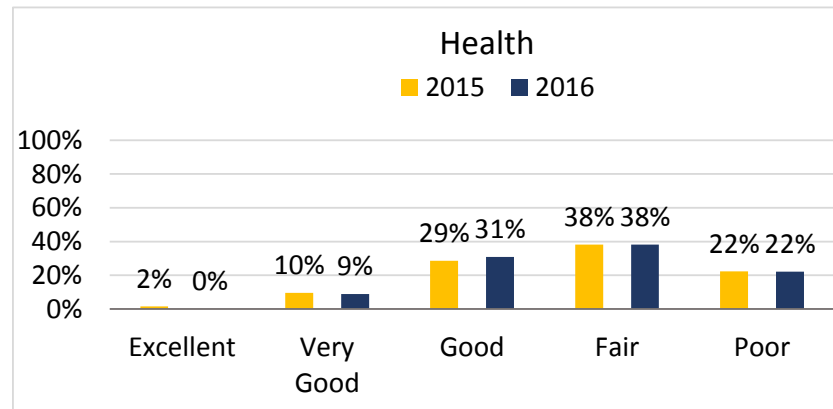
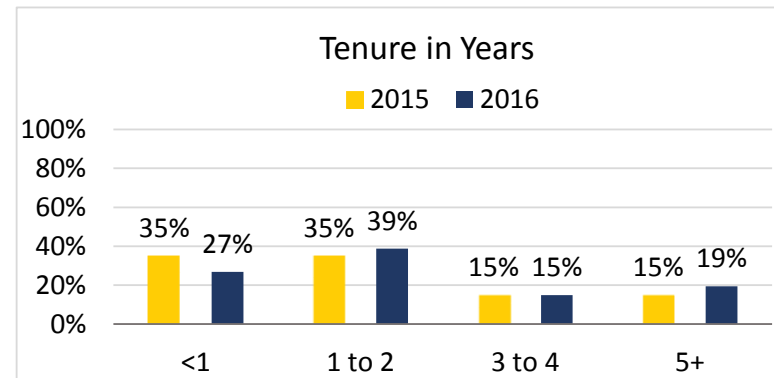
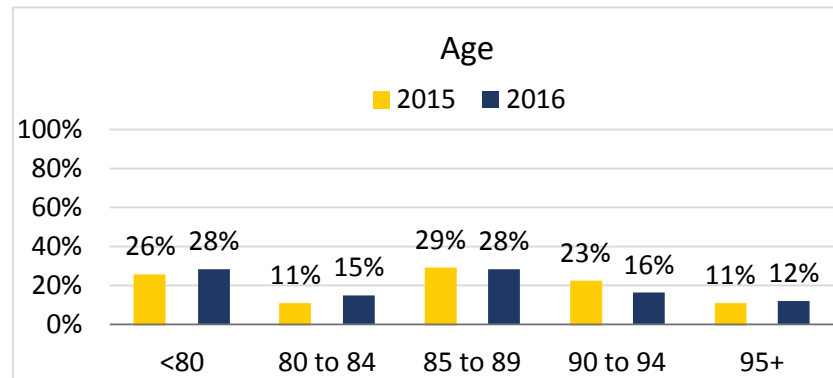
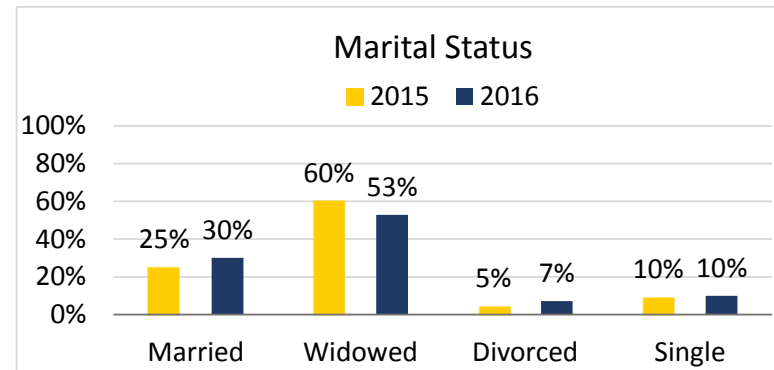
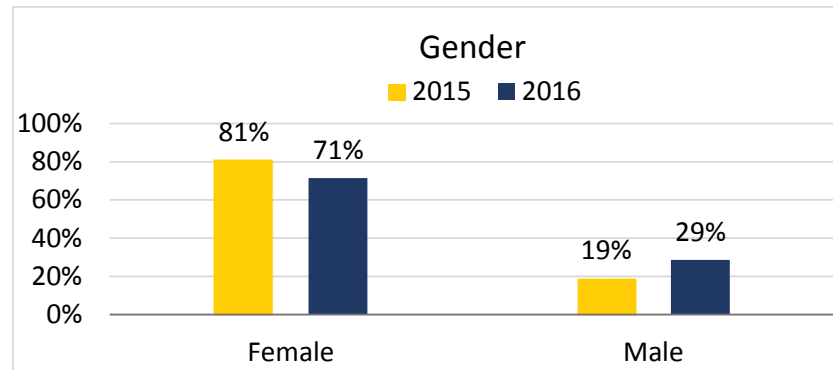
* New in 2016.

Survey Response Rate

A total of 166 surveys were distributed to Victoria Manor family members and 76 were completed for a response rate of 46%. The average response rate among all Sienna Care Communities is 34%.

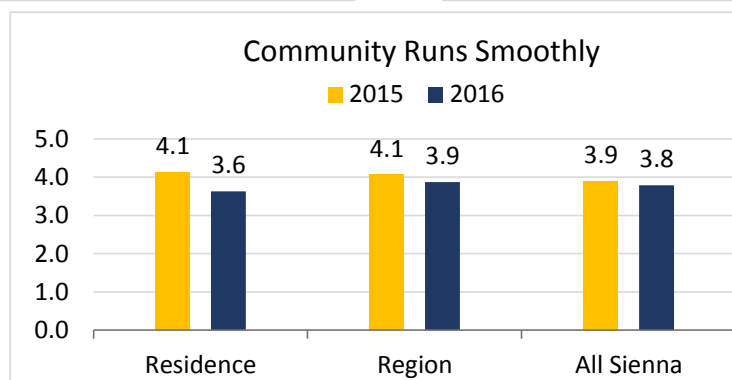
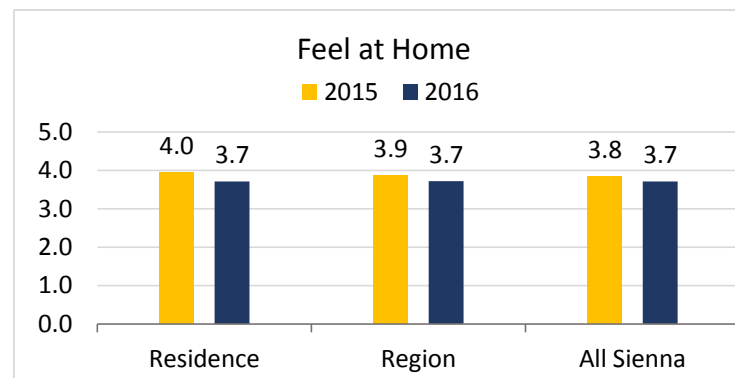
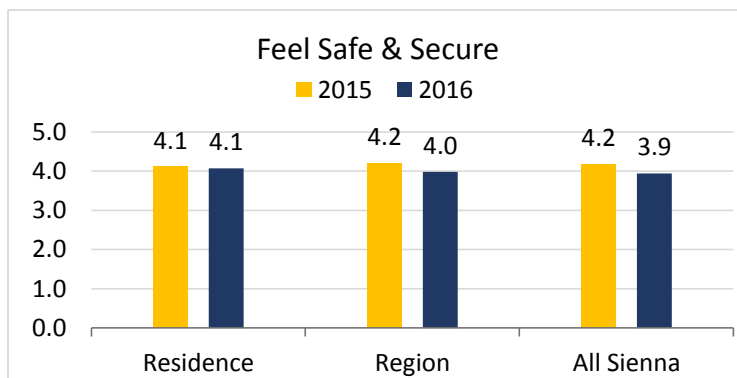
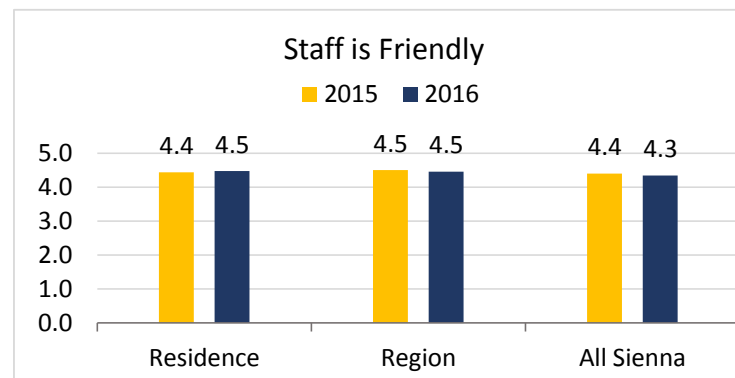
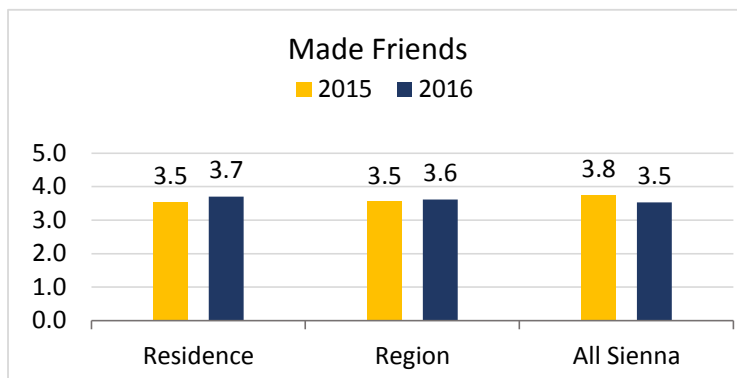


Demographic Profile



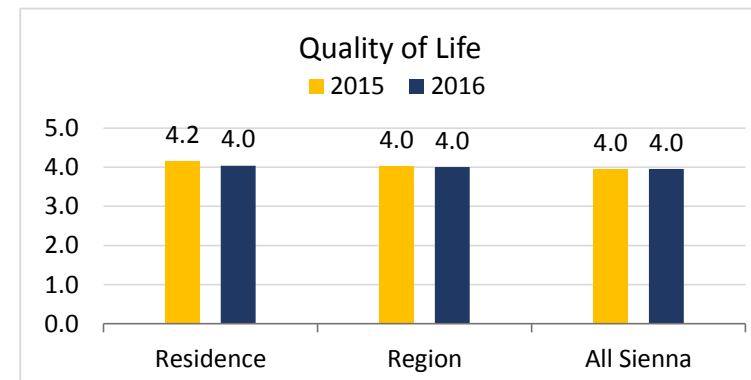
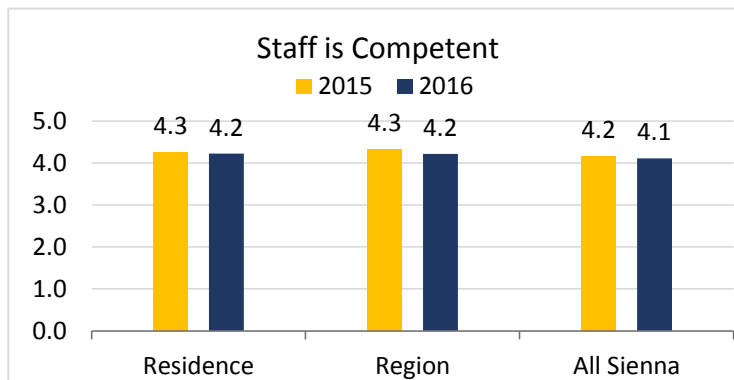
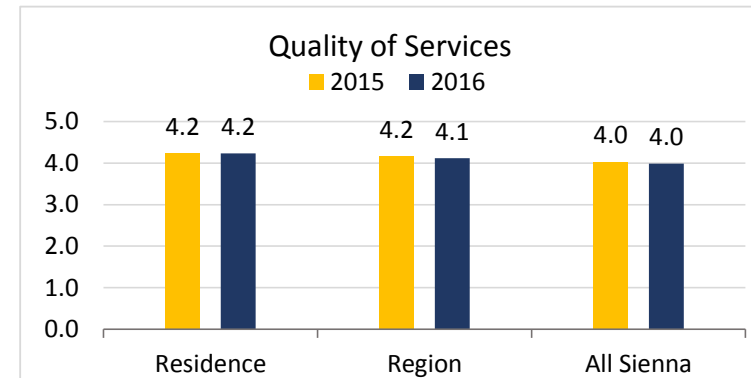
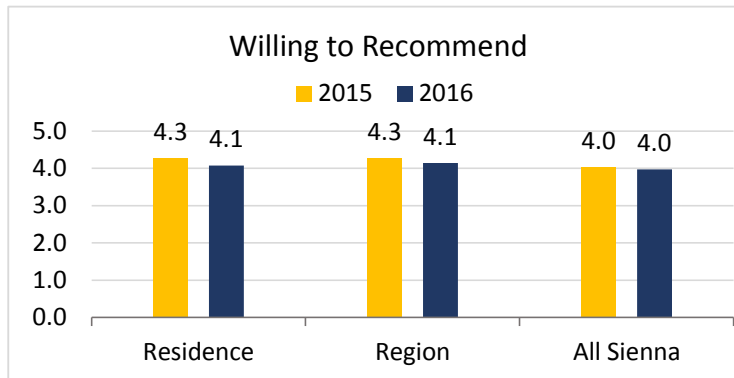
Overall Satisfaction Score

Score of 5 is Best



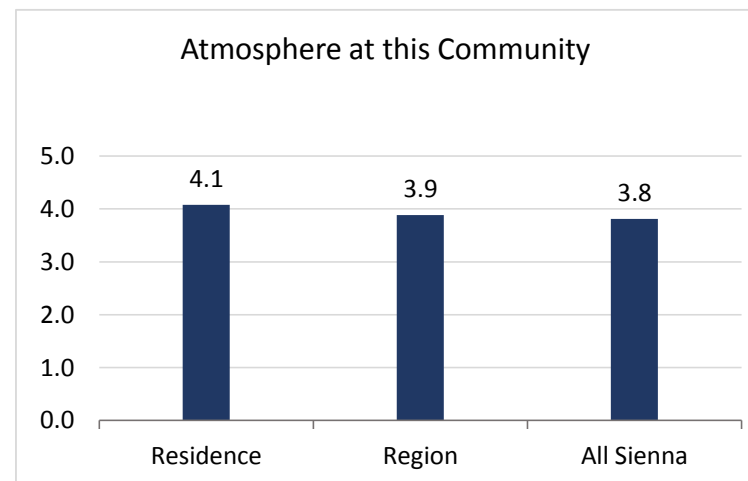
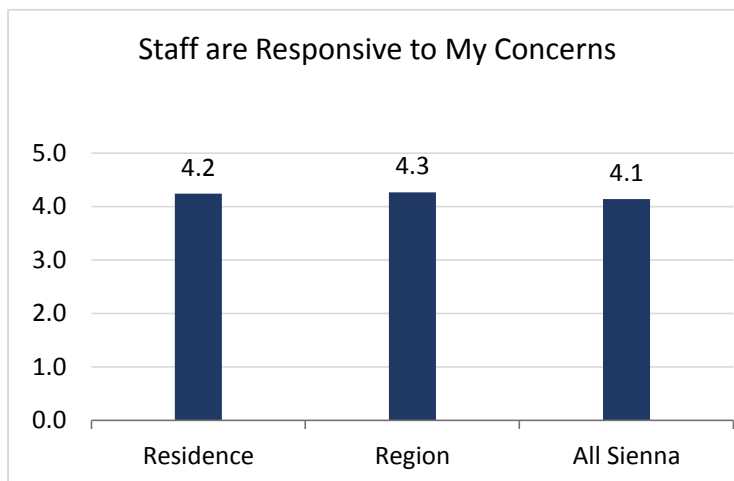
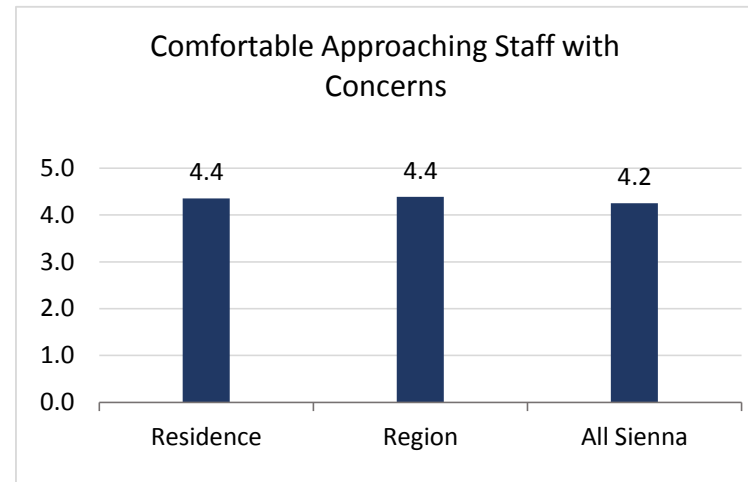
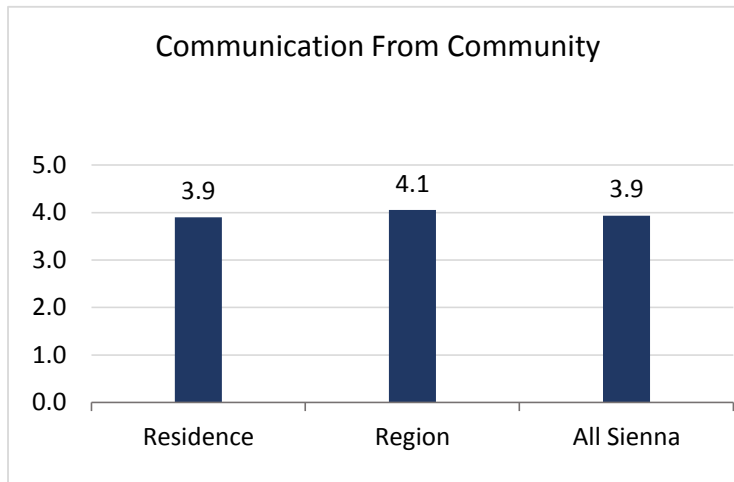
Overall Satisfaction Score

Score of 5 is Best



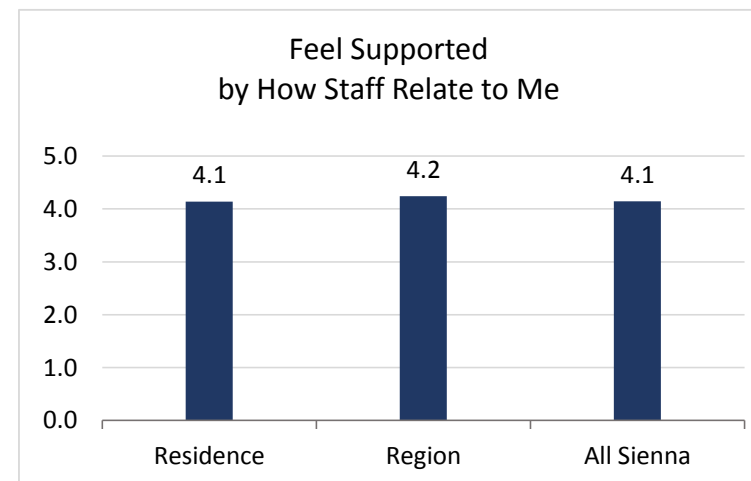
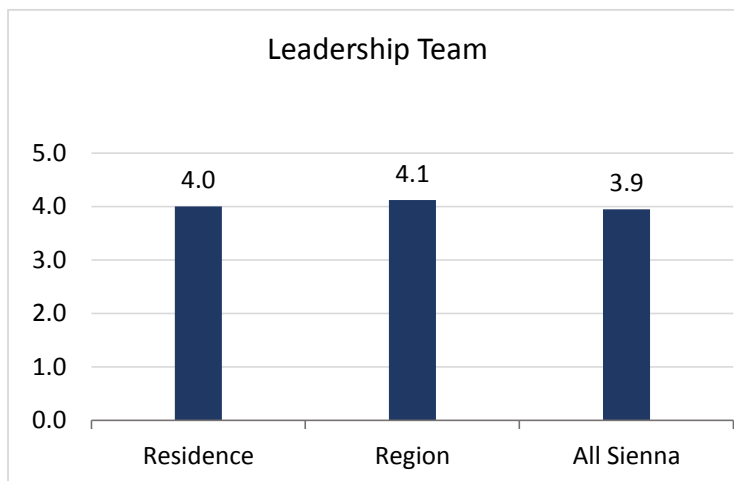
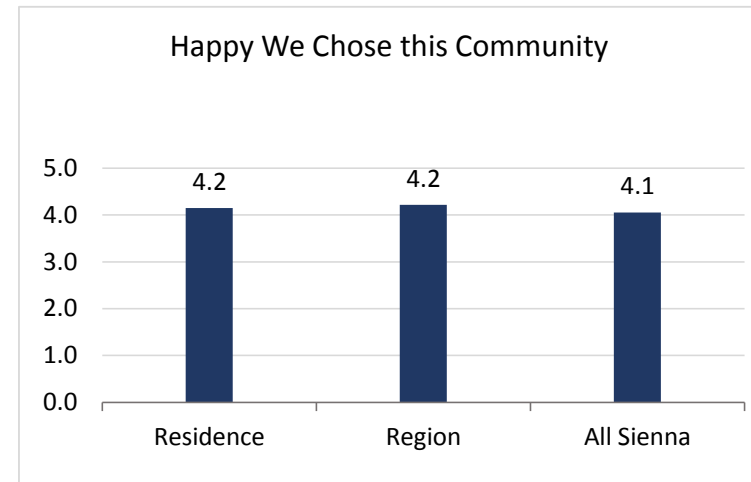
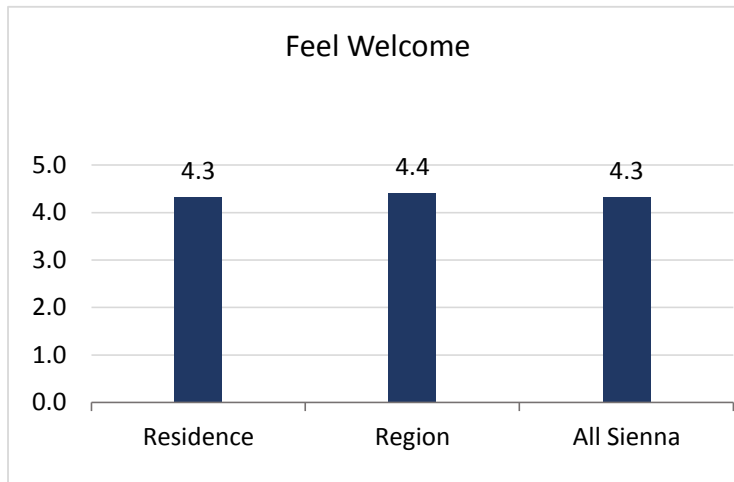
Overall Satisfaction Score

Score of 5 is Best



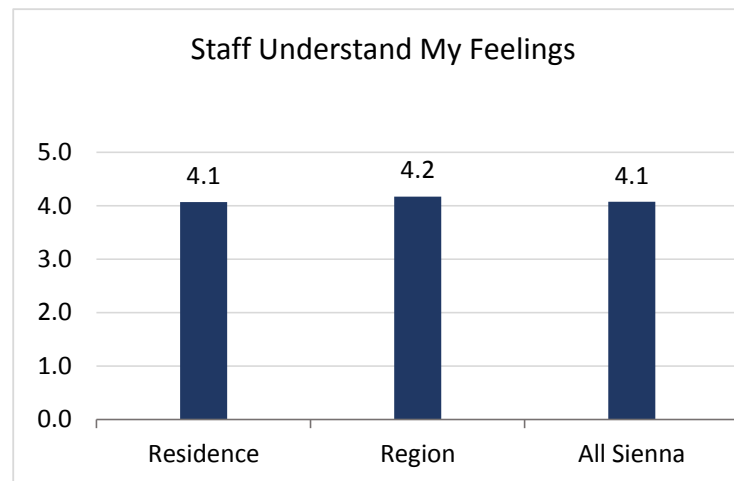
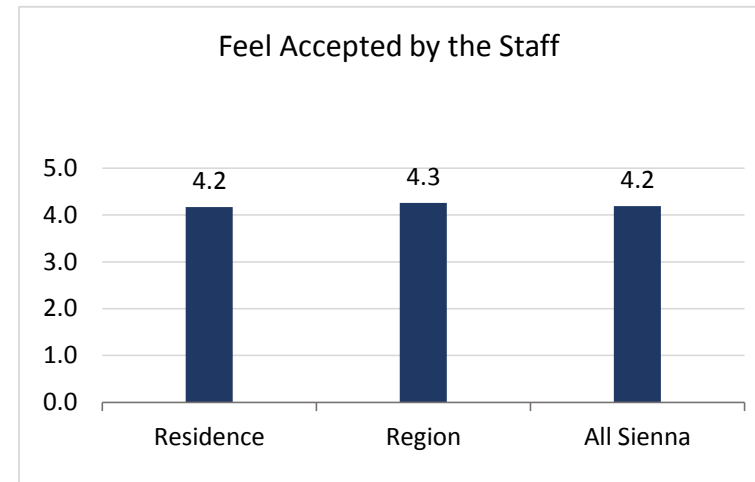
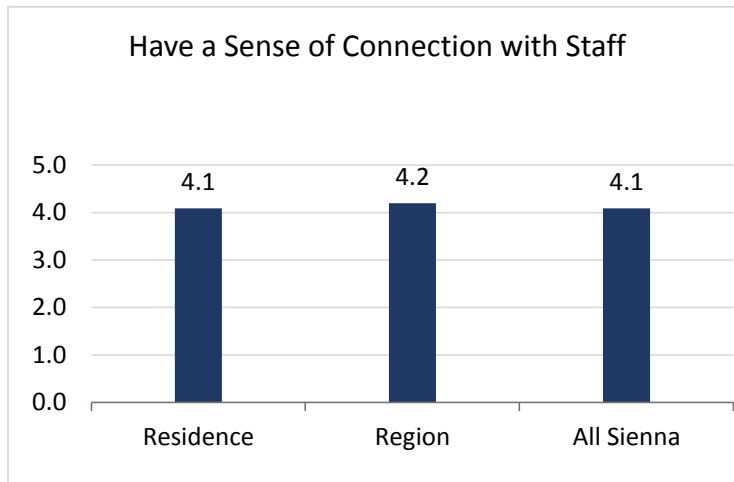
Overall Satisfaction Score

Score of 5 is Best



Overall Satisfaction Score

Score of 5 is Best



Drivers of Satisfaction Scenario

Drivers of Satisfaction are the areas that have the greatest impact on the survey respondents' overall satisfaction within your Community. Any improvement you can make in these areas over the next year should increase overall customer satisfaction. These drivers were calculated specifically for Victoria Manor.

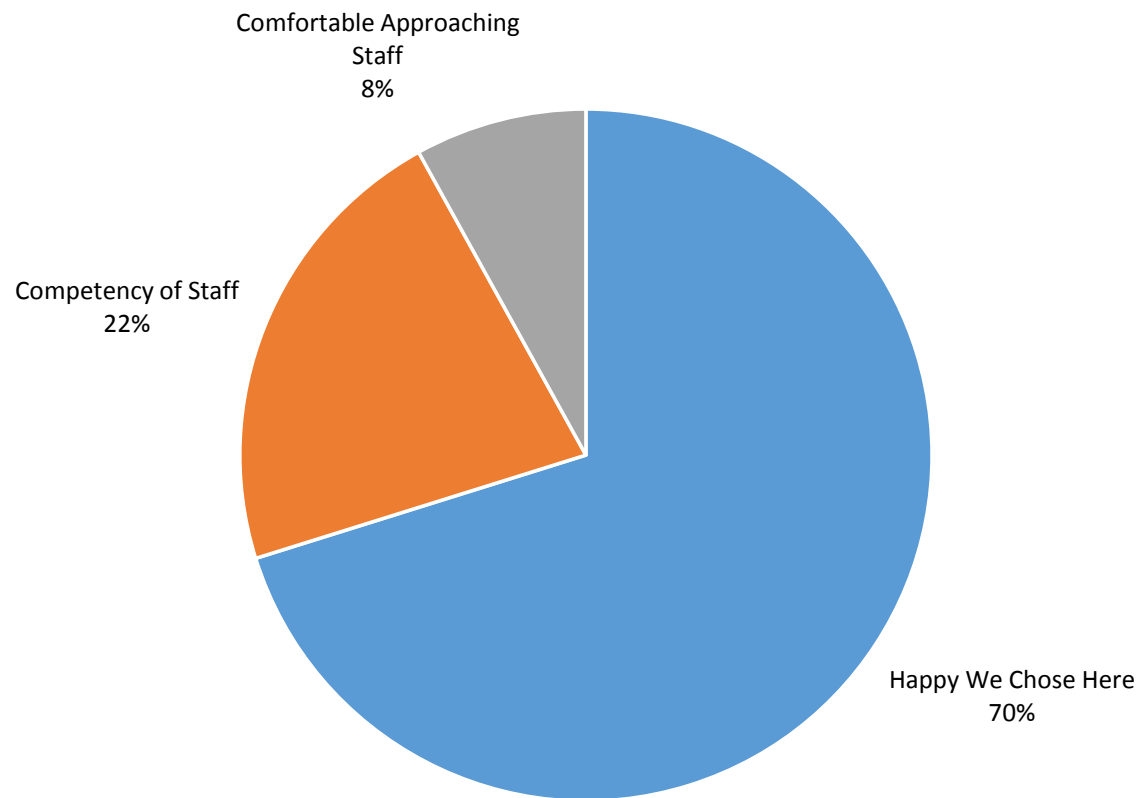
Your Drivers of Satisfaction can be found on page 17 of this report. A careful review of the Drivers of Satisfaction specific to your community will be important, as this will be your main area of focus for the coming year in regards to your survey action plan.

While your scores in each area are important, focusing on the Drivers of Satisfaction will have the most significant impact. Where scores are lower than average, it would be necessary to work to bring them higher. Even where scores are good or higher than average, you will want to both maintain your current practice and see where you can improve, knowing these areas are extra important to residents.

Drivers of Overall Satisfaction

Aggregate of Overall Satisfaction Questions

The chart below shows the primary drivers of overall satisfaction among residents of Victoria Manor. The chart does not tell us how your community performed in these areas, but it shows what is impacting overall satisfaction the most (either positively or negatively). Refer back to the Average Score pages to see how you scored in each of these areas. Any improvement in the areas shown in the chart should also improve your residents' overall satisfaction with Victoria Manor.



THE CORPORATION OF THE CITY OF KAWARTHA LAKES

Report VMC2017-03

Victoria Manor Committee of Management

Meeting Date: Monday January 16, 2017
Meeting Time: 9:30 am
Meeting Place: Human Services Board Room
322 Kent St. W., Lindsay

Subject: Victoria Manor Resident Satisfaction Survey

Author: Pamela Kulas
Title: Administrator

Signature:



RECOMMENDATION(S):

RESOLVED THAT Report VMC2017-03, "2016 Resident Satisfaction Survey",
be received for information.


DIRECTOR

OTHER

BACKGROUND:

ProMatura, the third party research and consultancy firm was chosen to administer the 2016 Resident Satisfaction Survey. In addition to the questions regarding satisfaction, this survey also analyzes the drivers 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 along with a letter from the Administrator.

The survey instrument included 14 Overall Satisfaction questions. Residents answered the Overall Satisfaction questions using a 5-point Agreement Scale and a 5-point Satisfaction Scale. See table 1

Table 1

OVERALL SATISFACTION QUESTIONS	
Question	Scale Used
I have made friends with other residents at this care community.	AGREEMENT SCALE 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree
The staff is friendly in this care community.	
I feel safe and secure in this care community.	
My privacy is respected in this care community.	
I feel "at home" in this care community.	
This care community appears to run smoothly.	
I am willing to recommend this care community to a friend.	
The staff is competent to do their job.	
I feel supported because of how the staff relate to me.*	
I have a sense of connection with staff and feel seen, heard and valued.*	
I feel accepted by the staff.*	
Staff understand my feelings.*	
My quality of life at this care community.	SATISFACTION SCALE 5 = Very Satisfied 4 = Satisfied 3 = Neutral 2 = Dissatisfied 1 = Very Dissatisfied
The quality of services at this care community.	

* New in 2016.

The survey instrument also included 39 questions addressing specific Service Area questions. Residents answered the Service Area questions using a 5-point Improvement Scale. See Table 2

Table 2

SERVICE AREA QUESTIONS		
Question	Service Area (Category)	Scale Used
Respect shown by the concierge / reception staff Responsiveness of the concierge / reception staff	RECEPTION	IMPROVEMENT SCALE 5 = Needs No Improvement 4 = Needs Minimal Improvement 3 = Needs Some Improvement 2 = Needs Much Improvement 1 = Needs Extensive Improvement
Respect shown by the housekeeping staff Timely delivery of housekeeping services Quality of housekeeping services	HOUSEKEEPING	
Respect shown by the housekeeping staff Timely delivery of housekeeping services Quality of housekeeping services	LAUNDRY	
Respect shown by the laundry staff Timely delivery of laundry services Quality of laundry services	MAINTENANCE	
Respect shown by the dining room staff Timely delivery of dining room service Quality of service in the dining room Quality of the food Variety of food on menu Overall dining experience	DINING & MEALS	
Respect shown by the care staff Timely delivery of services by care staff Quality of services provided by care staff	CARE STAFF	
Timely administration of medication Quality of medication administration services	MEDICATION SERVICES	
Hairdressing services Optometry services Foot care services Dentistry services Physio & occupational therapy services Attending physician/nurse practitioner services	CONTRACTED SERVICES	
Respect shown by the recreation program staff Quality of recreation programs Variety of recreation programs	RECREATIONAL PROGRAMS	
Quality of spiritual programs Frequency of spiritual programs	SPIRITUAL PROGRAMS	
Quality of exercise programs Frequency of exercise programs	EXERCISE PROGRAMS	IMPROVEMENT SCALE 5 = Needs No Improvement 4 = Needs Minimal Improvement 3 = Needs Some Improvement 2 = Needs Much Improvement 1 = Needs Extensive Improvement
Respect shown by the ED/Administrator Availability of the ED/Administrator Leadership shown by the ED/Administrator The ED/Administrator's responsiveness to concerns	ED/ADMINISTRATOR	

Drivers of Satisfaction were included in this year's survey. These are the areas that have the greatest impact on residents' overall satisfaction in our home. While scores in each area are important, focus on the Drivers of Satisfaction will have the most significant impact in being able to specifically address opportunities for improvement.

A total of 100 surveys were distributed to residents and 96 were completed for a response rate of 96%. The average response rate among all Sienna residents was 68%.

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 1-2

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 7,500 seniors live.

Resident Satisfaction

The overall 2016 Resident satisfaction score was 89% compared to the 2015 Resident satisfaction score of 88%, an improvement of 1%.

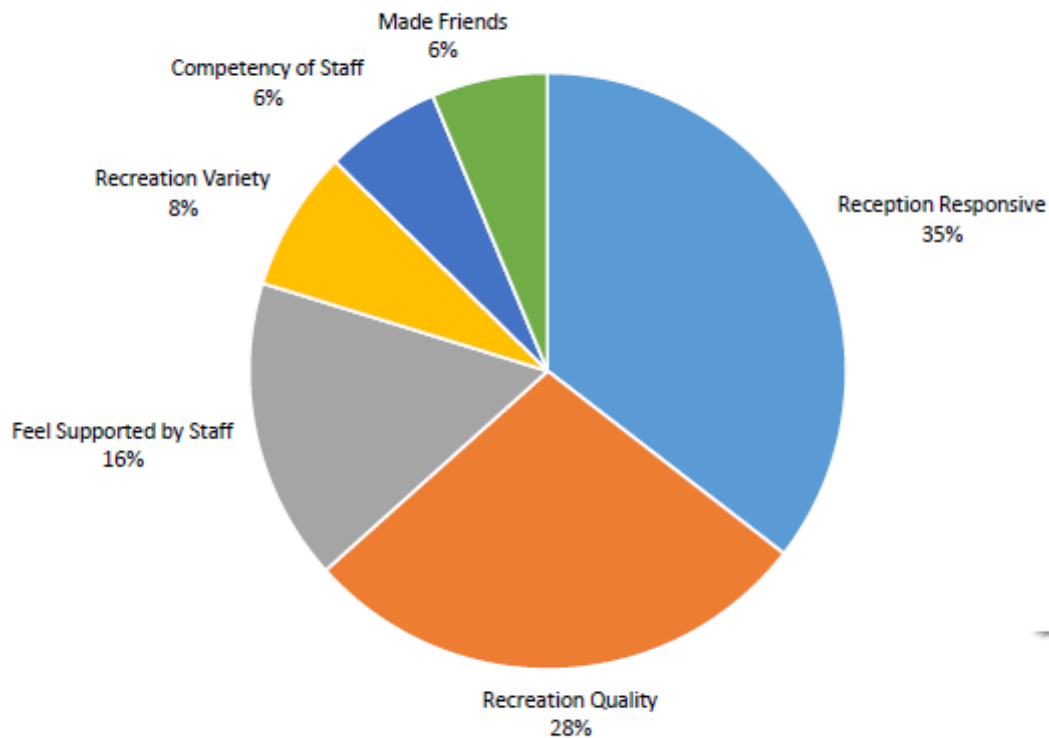
Of the 14 Overall Satisfaction Scores, 14 scores were at or better than the Sienna average.

Of the 39 Service Area question Scores, 37 scores were at or better than the Sienna average. Areas scoring below the Sienna average were:

- Physio & Occupational Therapy
- Attending Physician/Nurse Practitioner

The primary driver of overall satisfaction among residents of Victoria Manor is “Reception Responsiveness” at 35%. See Table 3

Table 3



The next steps in the process are to review the top 3 areas of satisfaction and the top 3 areas for improvement 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:



2016 Resident
Satisfaction Survey R

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

2016 Resident Satisfaction Survey Results

Victoria Manor

SIENNA SENIOR LIVING

Provided by:



**19 County Road 168
Oxford, MS 38655**

www.promatura.com



2016 Resident Satisfaction Survey Results

Executive Summary

Summary of Results

Overall Satisfaction Score

Average of Positive Responses for
“Quality of Life, Quality of Services, and Willingness to Recommend”

2015	2016
88%	89%

Survey Response Rate

	2015	2016
Surveys Distributed	73	100
Surveys Received	72	96
Response Rate	99%	96%

What Drives Satisfaction

We found that Reception Responsive was a big piece of what drove resident satisfaction this year.

You should continue to focus on providing great service in this area along with raising the bar wherever it is required.

Summary of Results

Top 3 Items with Positive Responses

	2015	2016
1. ED Respect	4.70	4.94
2. Recreation Quality	4.85	4.92
3. Recreation Respect	4.91	4.91

Top 3 Items for Improvement

	2015	2016
1. Willing to Recommend	4.38	4.13
2. Feel at Home	3.77	4.13
3. Runs Smoothly	4.34	4.19



2016 Resident Satisfaction Survey Results

Report

Introduction

This report summarizes the results of the Sienna Senior Living Resident Satisfaction Survey conducted by ProMatura Group, LLC, for Victoria Manor.

The survey instrument included 39 questions addressing specific Service Areas and 14 Overall Satisfaction questions. Residents answered the Service Area questions using a 5-point Improvement Scale, and the Overall Satisfaction questions using a 5-point Agreement Scale and a 5-point Satisfaction Scale.

The survey also included space for respondents to provide comments on each Service Area and Overall Satisfaction; these comments are included in a separate file accompanying this report.

The survey questions and scales used are listed on the following page.

Service Area Questions & Categories

SERVICE AREA QUESTIONS

Question	Service Area (Category)	Scale Used
Respect shown by the concierge / reception staff Responsiveness of the concierge / reception staff	RECEPTION	IMPROVEMENT SCALE 5 = Needs No Improvement 4 = Needs Minimal Improvement 3 = Needs Some Improvement 2 = Needs Much Improvement 1 = Needs Extensive Improvement
Respect shown by the housekeeping staff Timely delivery of housekeeping services Quality of housekeeping services	HOUSEKEEPING	
Respect shown by the housekeeping staff Timely delivery of housekeeping services Quality of housekeeping services	LAUNDRY	
Respect shown by the laundry staff Timely delivery of laundry services Quality of laundry services	MAINTENANCE	
Respect shown by the dining room staff Timely delivery of dining room service Quality of service in the dining room Quality of the food Variety of food on menu Overall dining experience	DINING & MEALS	
Respect shown by the care staff Timely delivery of services by care staff Quality of services provided by care staff	CARE STAFF	

Service Area Questions & Categories

SERVICE AREA QUESTIONS

Question	Service Area (Category)	Scale Used
Timely administration of medication Quality of medication administration services	MEDICATION SERVICES	<p>IMPROVEMENT SCALE</p> <p>5 = Needs No Improvement 4 = Needs Minimal Improvement 3 = Needs Some Improvement 2 = Needs Much Improvement 1 = Needs Extensive Improvement</p>
Hairdressing services Optometry services Foot care services Dentistry services Physio & occupational therapy services Attending physician/nurse practitioner services	CONTRACTED SERVICES	
Respect shown by the recreation program staff Quality of recreation programs Variety of recreation programs	RECREATIONAL PROGRAMS	
Quality of spiritual programs Frequency of spiritual programs	SPIRITUAL PROGRAMS	
Quality of exercise programs Frequency of exercise programs	EXERCISE PROGRAMS	
Respect shown by the ED/Administrator Availability of the ED/Administrator Leadership shown by the ED/Administrator The ED/Administrator's responsiveness to concerns	ED/ADMINISTRATOR	

Service Area Questions & Categories

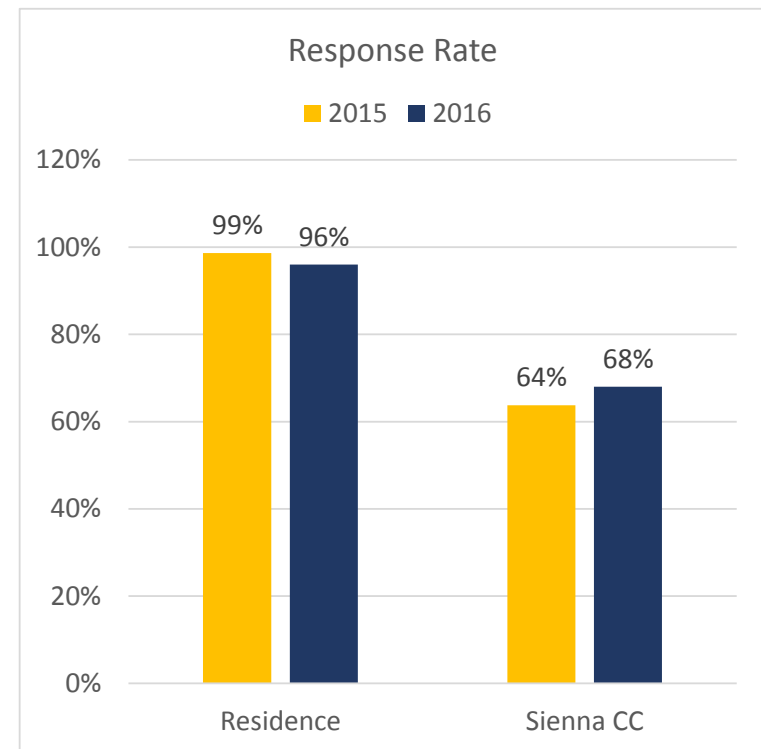
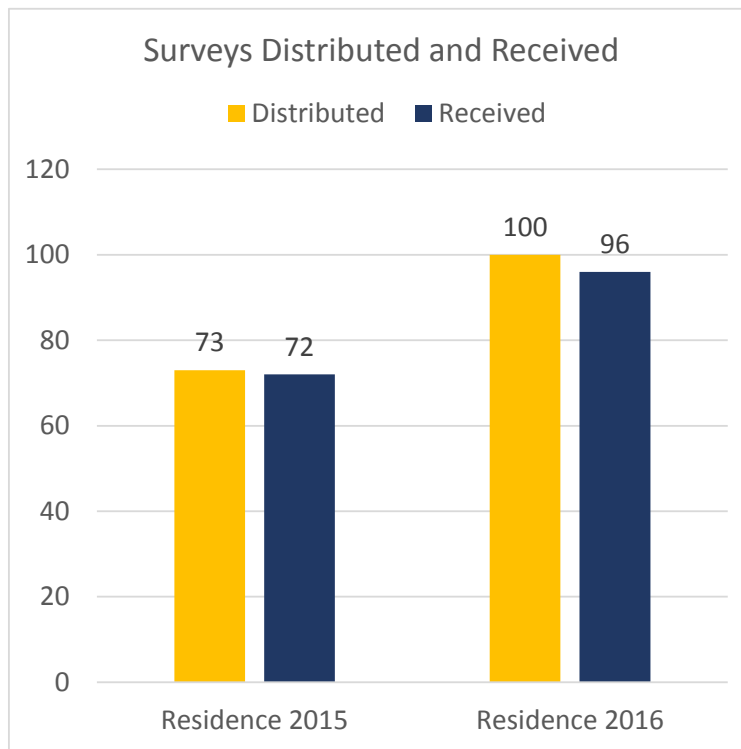
OVERALL SATISFACTION QUESTIONS

Question	Scale Used
I have made friends with other residents at this care community.	AGREEMENT SCALE 5 = Strongly Agree 4 = Agree 3 = Neutral 2 = Disagree 1 = Strongly Disagree
The staff is friendly in this care community.	
I feel safe and secure in this care community.	
My privacy is respected in this care community.	
I feel “at home” in this care community.	
This care community appears to run smoothly.	
I am willing to recommend this care community to a friend.	
The staff is competent to do their job.	
I feel supported because of how the staff relate to me.*	
I have a sense of connection with staff and feel seen, heard and valued.*	
I feel accepted by the staff.*	
Staff understand my feelings.*	
My quality of life at this care community.	SATISFACTION SCALE 5 = Very Satisfied 4 = Satisfied 3 = Neutral 2 = Dissatisfied 1 = Very Dissatisfied
The quality of services at this care community.	

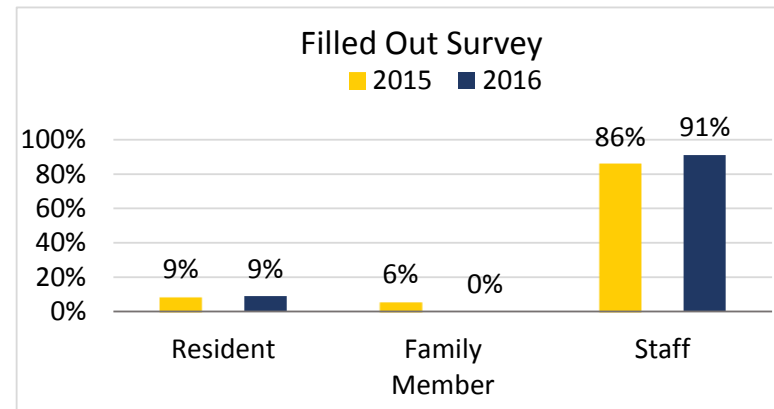
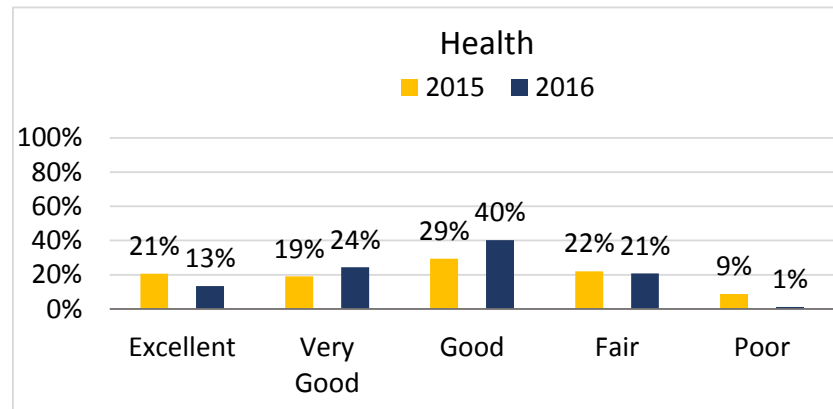
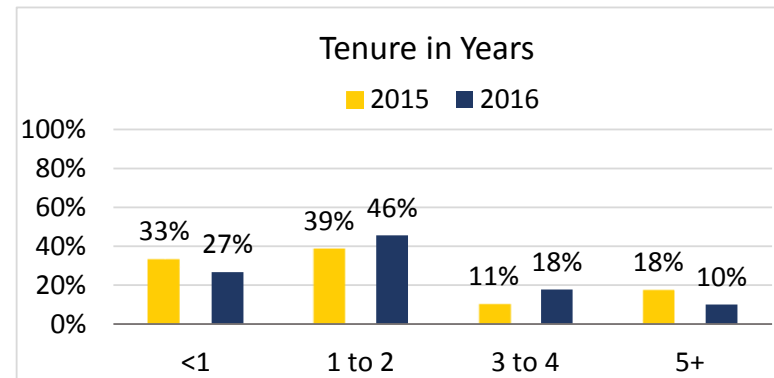
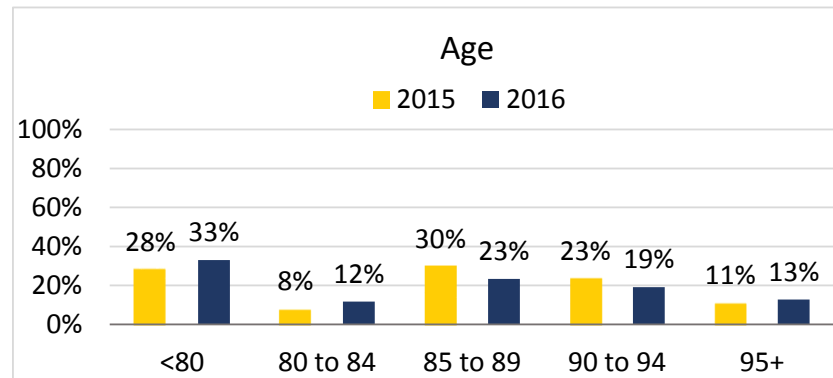
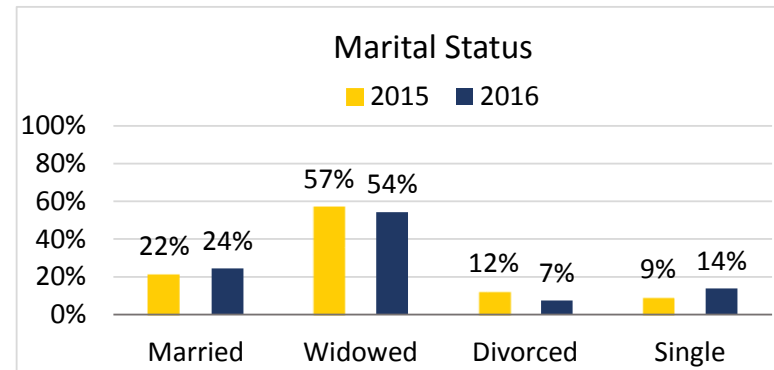
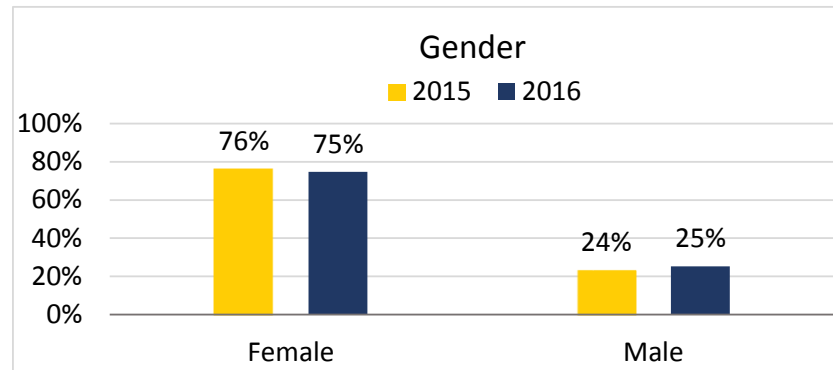
* New in 2016.

Survey Response Rate

A total of 100 surveys were distributed to Victoria Manor residents and 96 were completed for a response rate of 96%. The average response rate among all Sienna Care Communities is 68%.

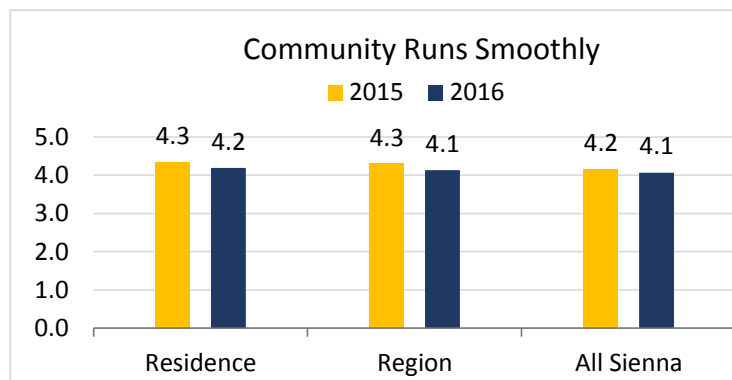
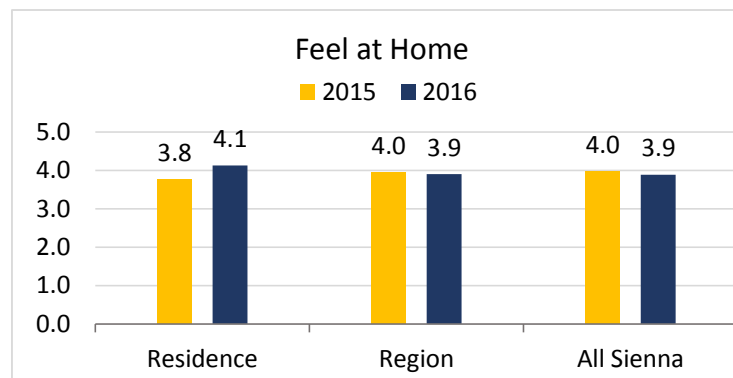
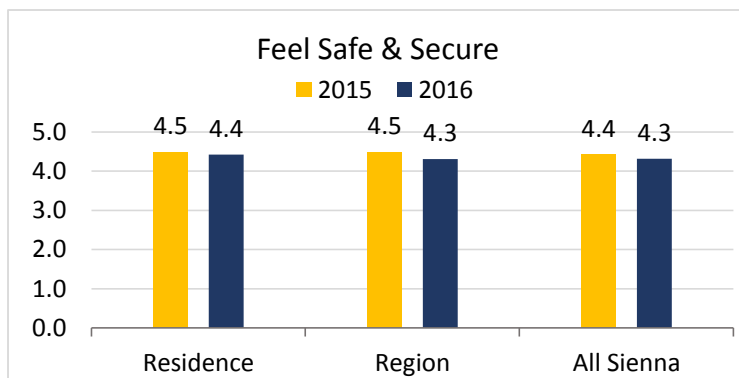
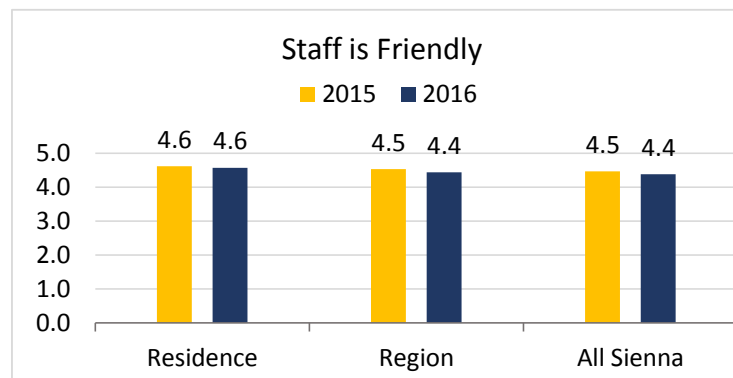
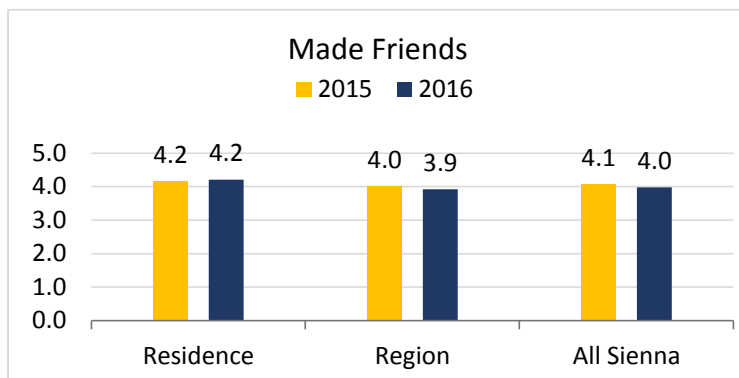


Demographic Profile



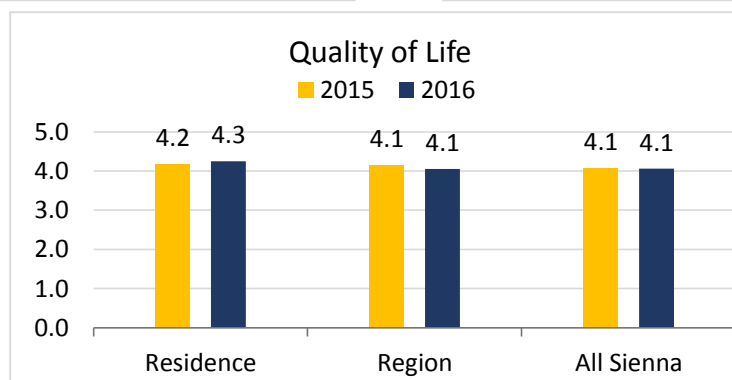
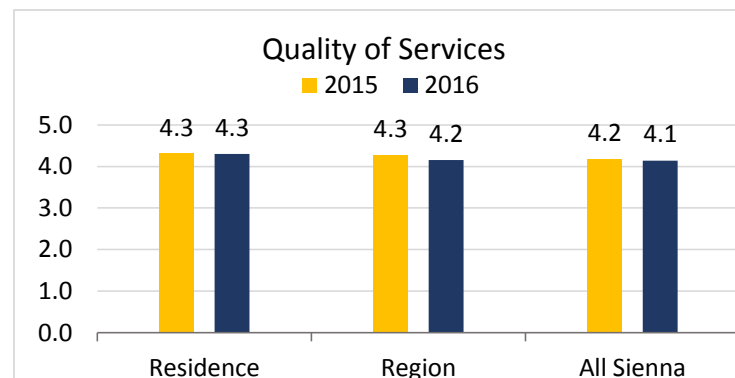
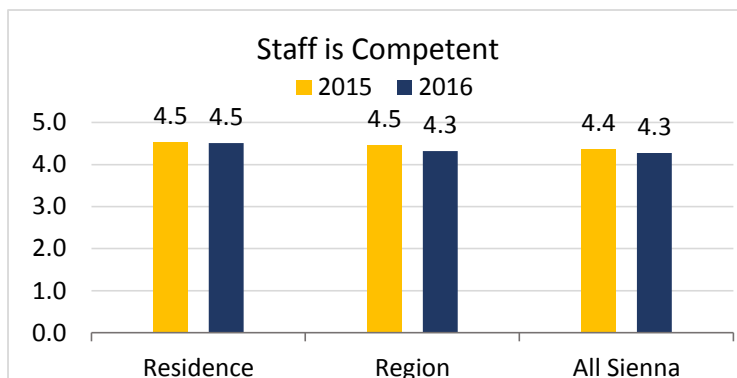
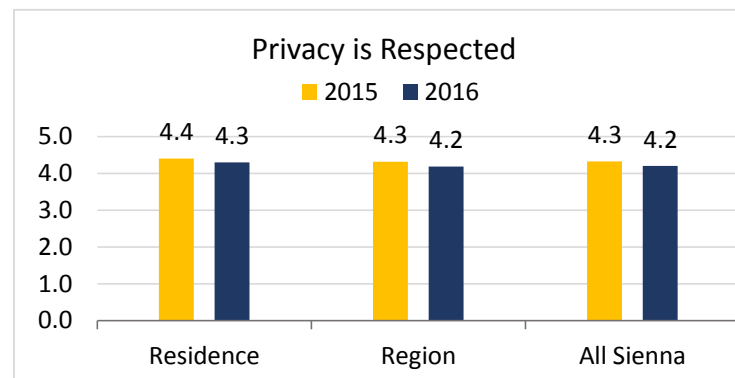
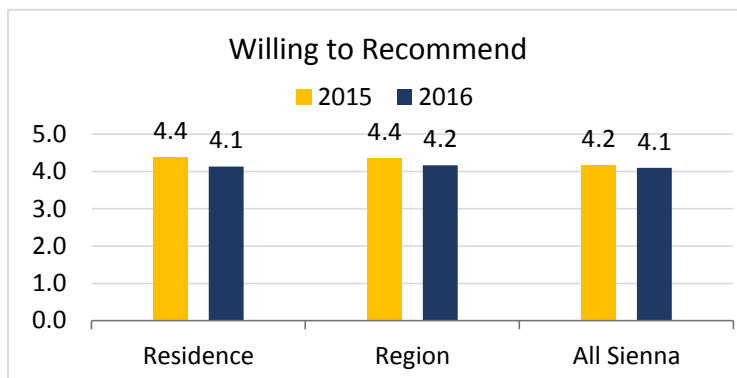
Overall Satisfaction Score

Score of 5 is Best



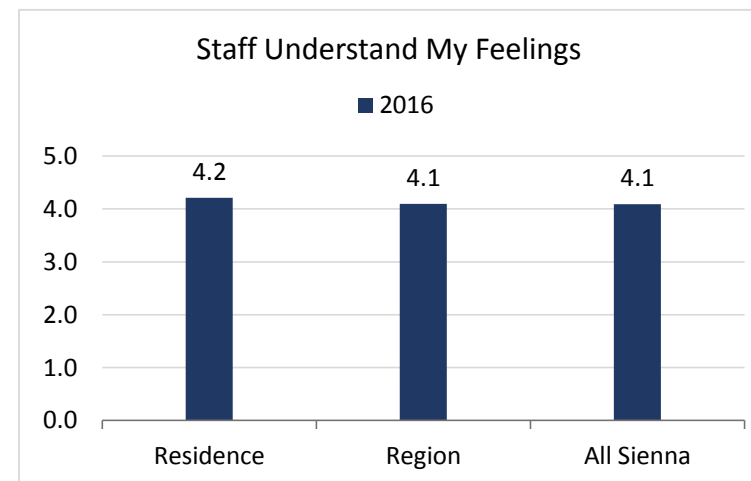
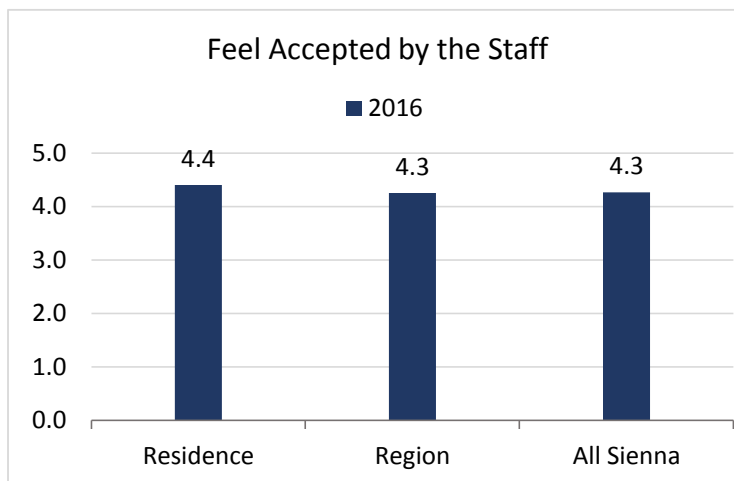
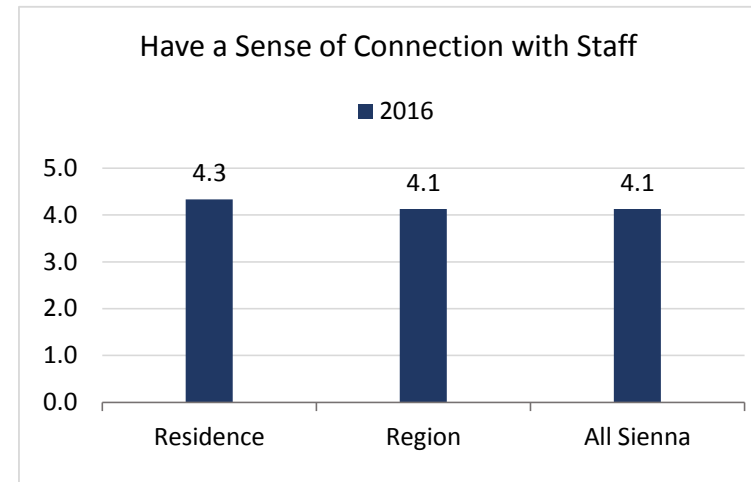
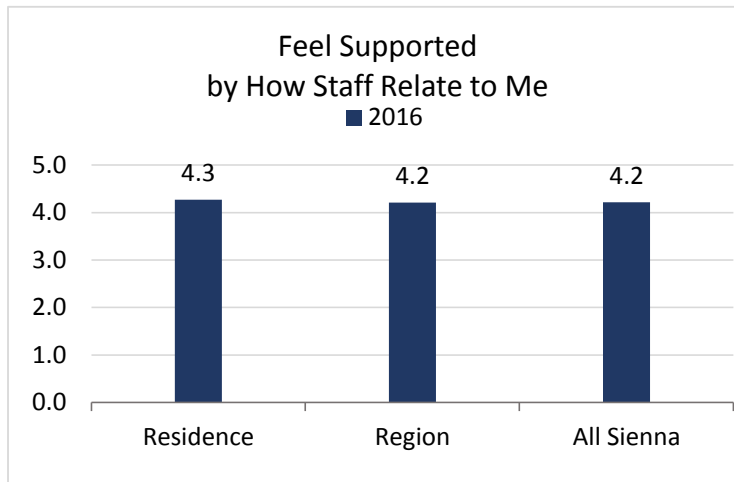
Overall Satisfaction Score

Score of 5 is Best



Overall Satisfaction Score

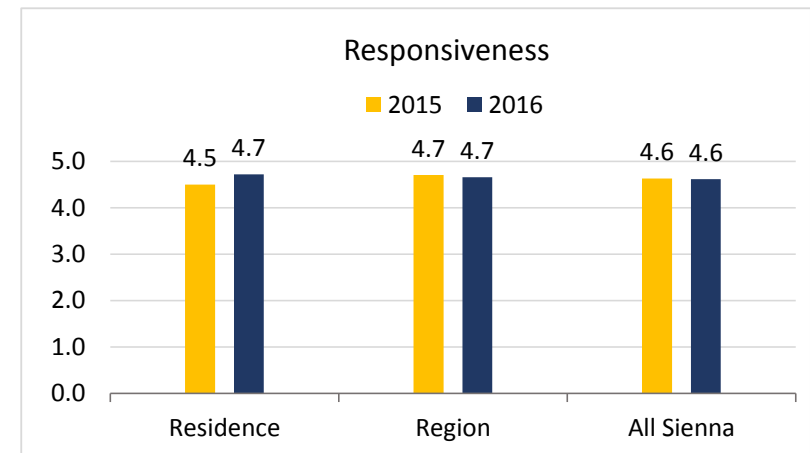
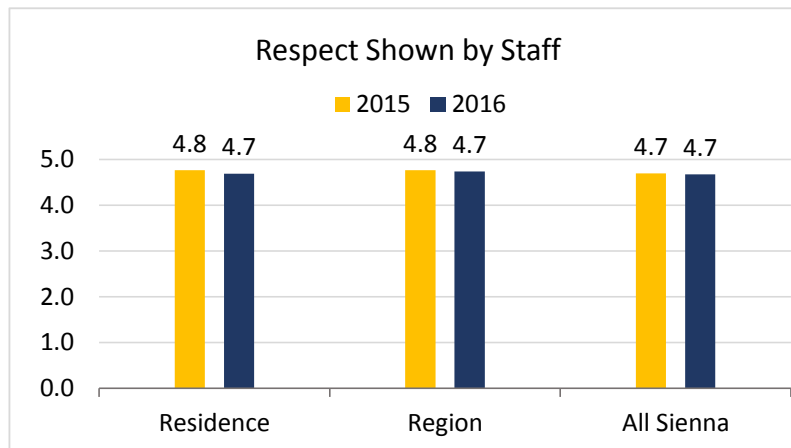
Score of 5 is Best



Service Area Scores

Concierge/Reception Staff

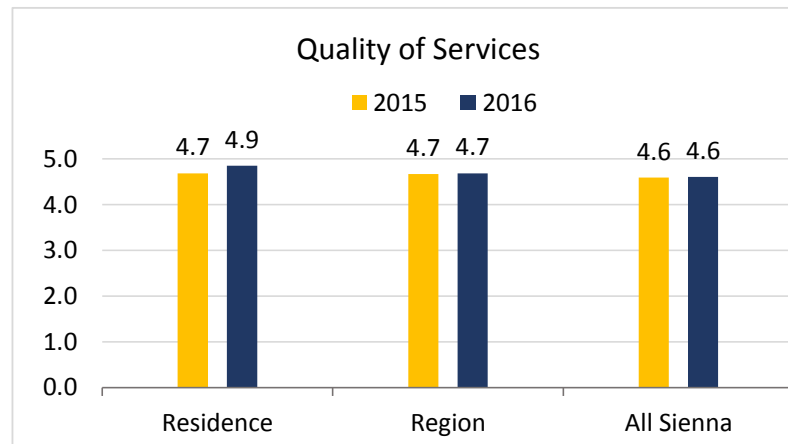
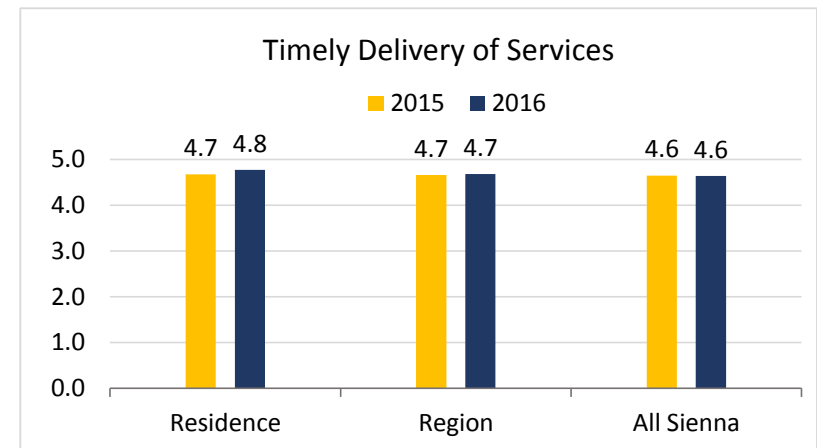
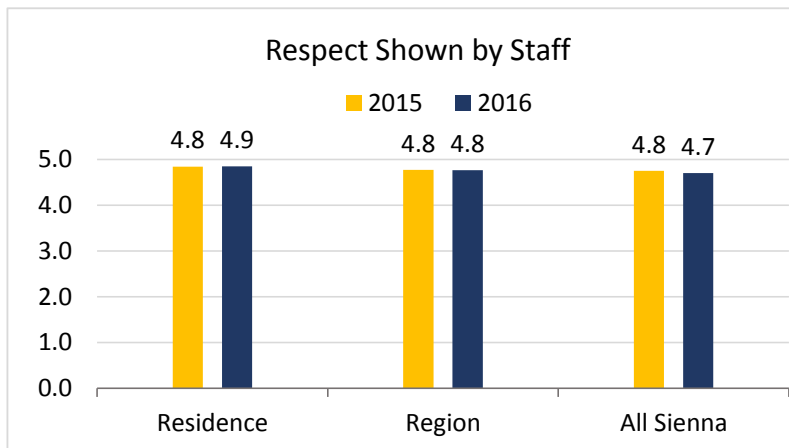
Score of 5 is Best



Service Area Scores

Housekeeping

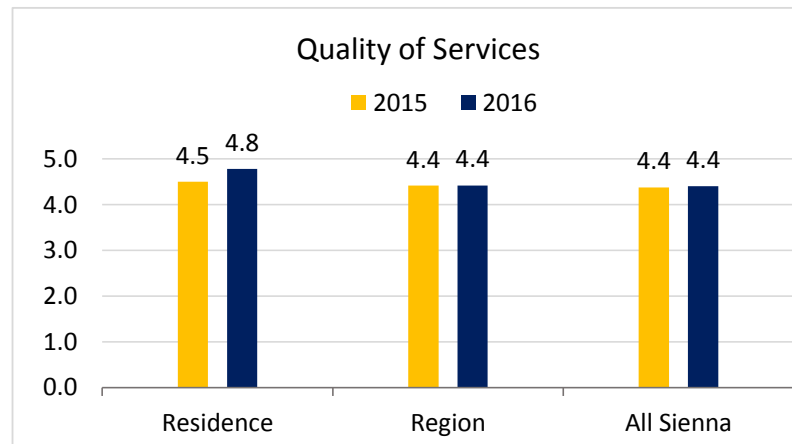
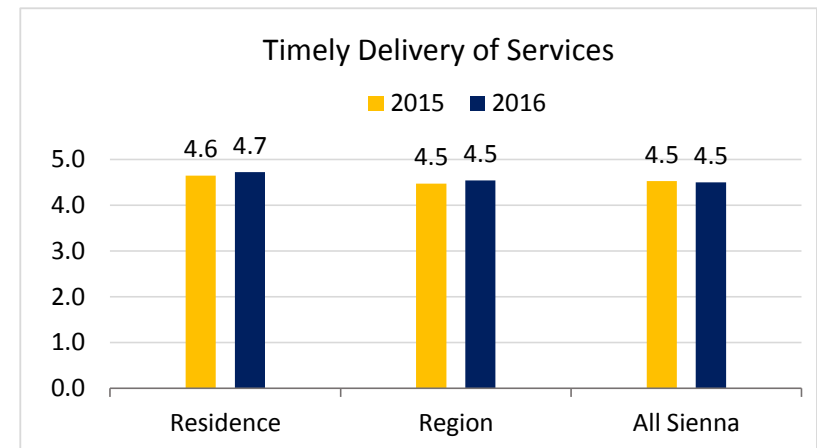
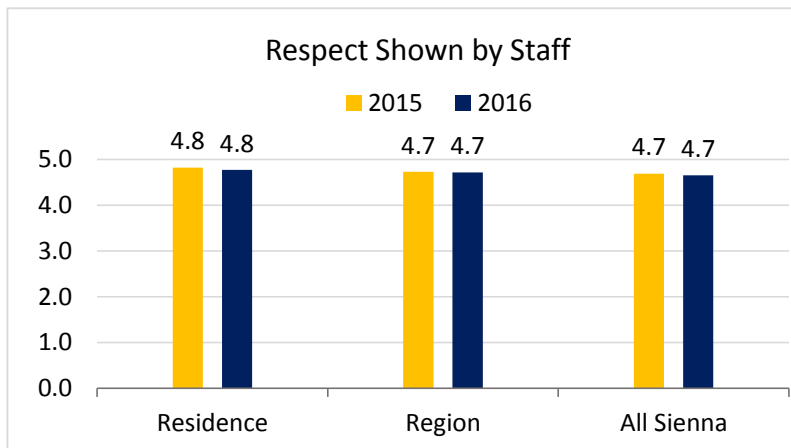
Score of 5 is Best



Service Area Scores

Laundry

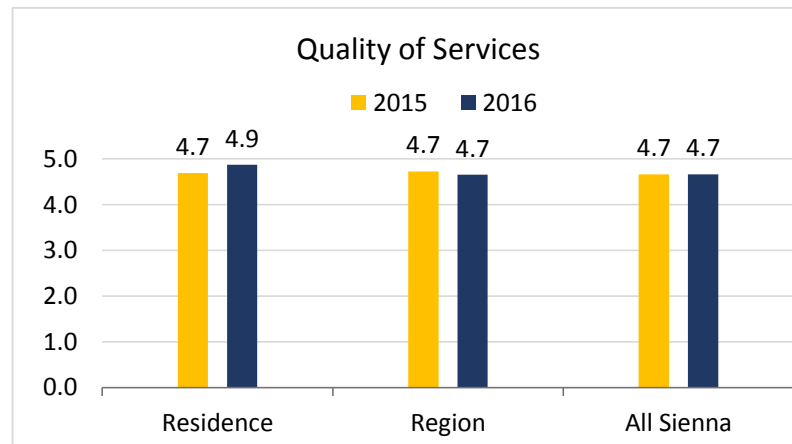
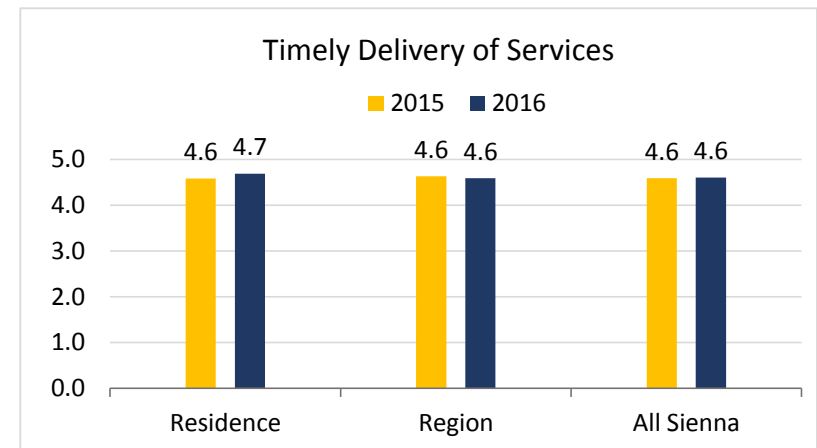
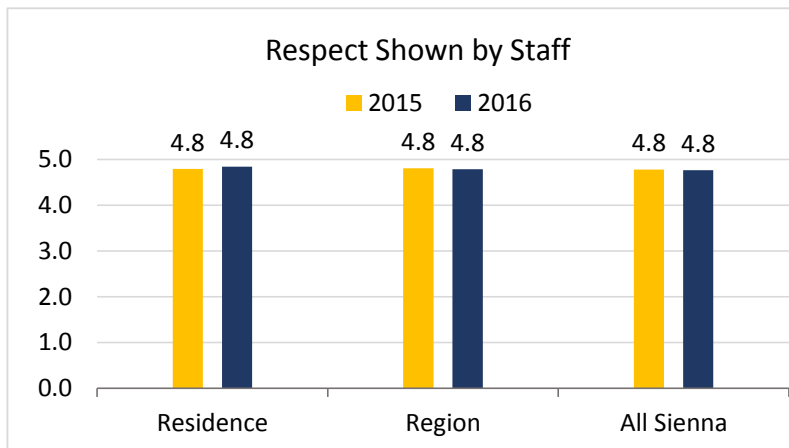
Score of 5 is Best



Service Area Scores

Maintenance

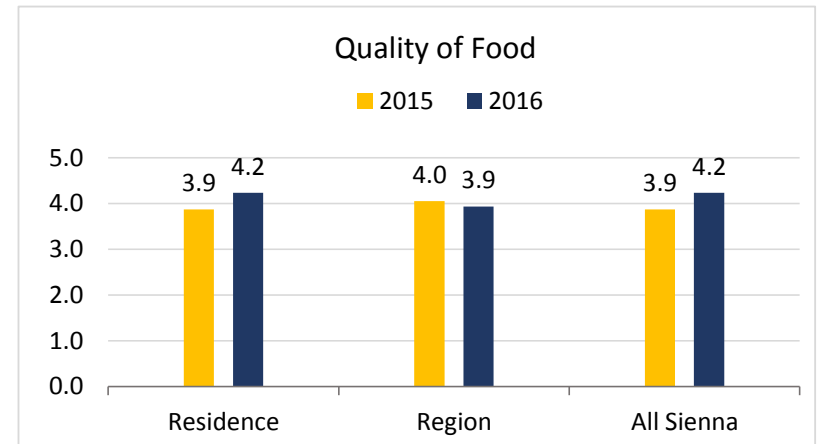
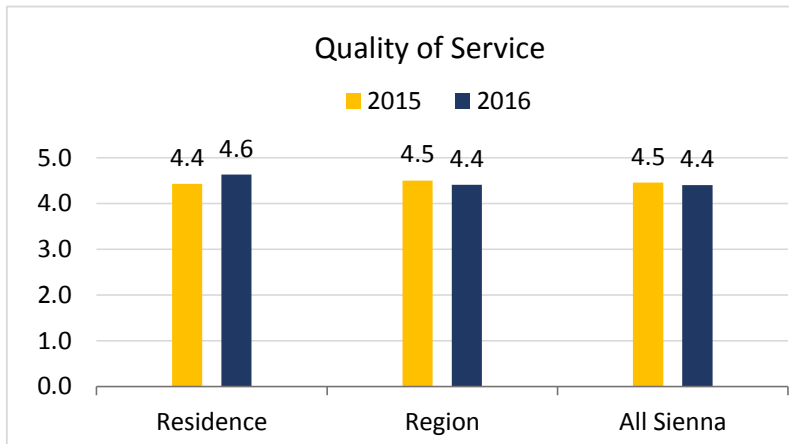
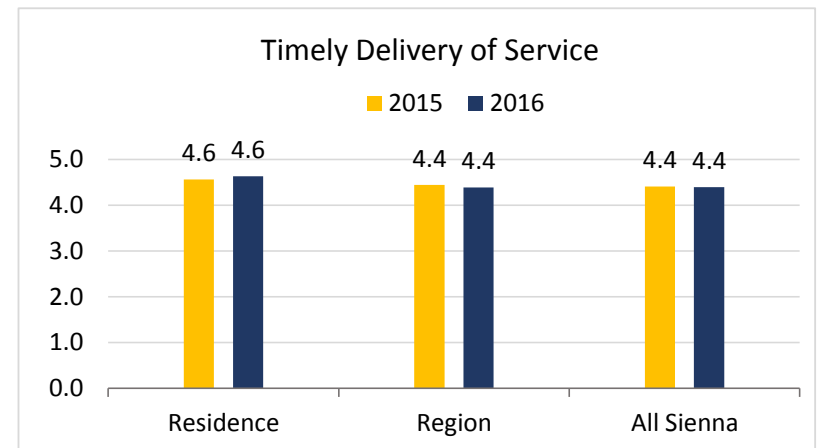
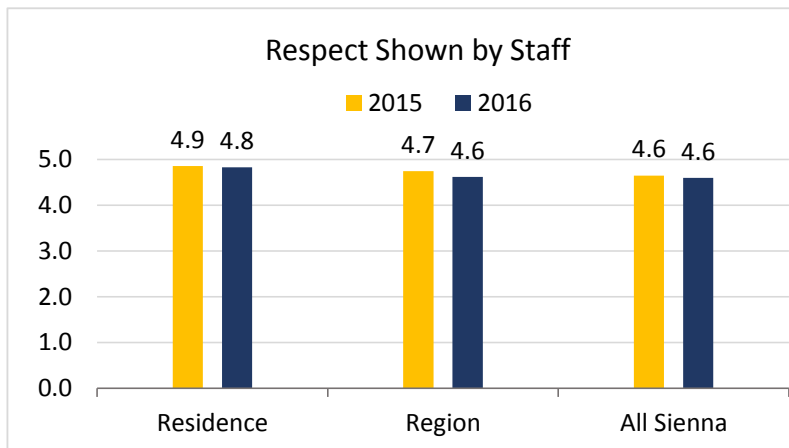
Score of 5 is Best



Service Area Scores

Dining (Page 1 of 2)

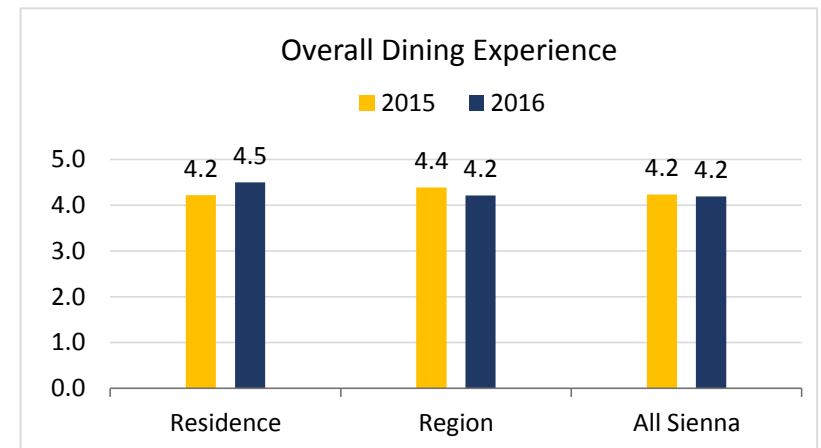
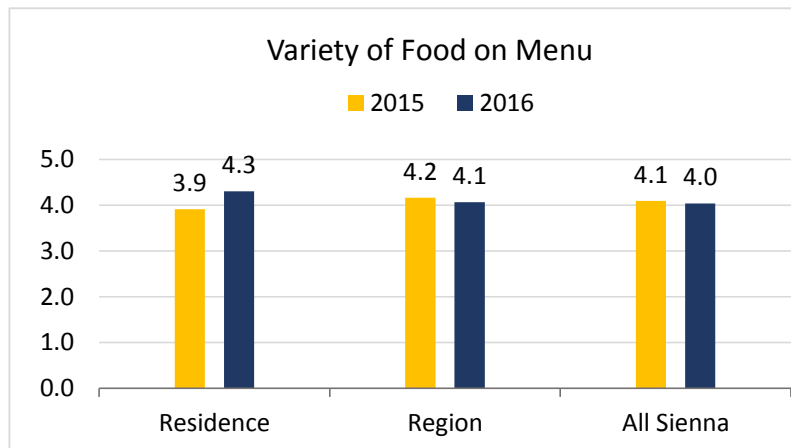
Score of 5 is Best



Service Area Scores

Dining (Page 2 of 2)

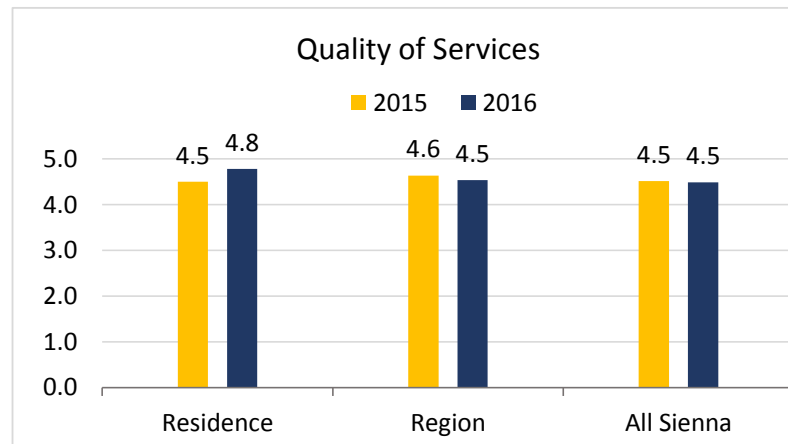
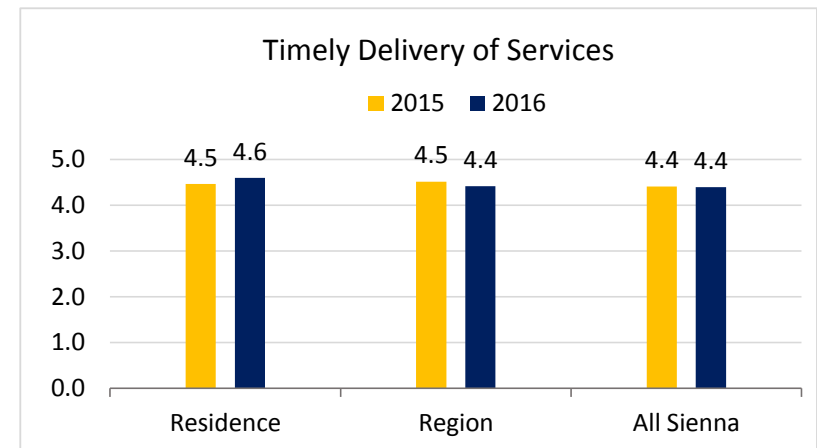
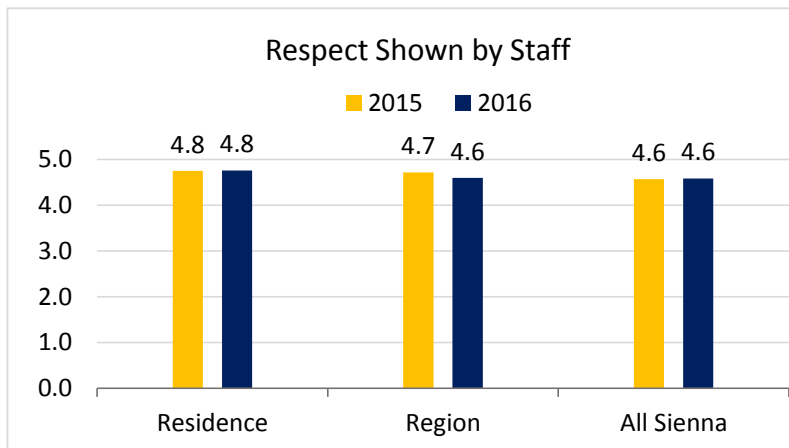
Score of 5 is Best



Service Area Scores

Care Staff

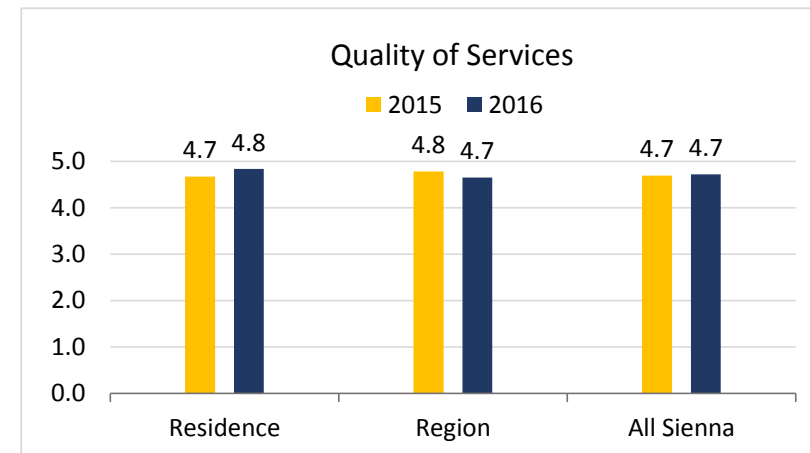
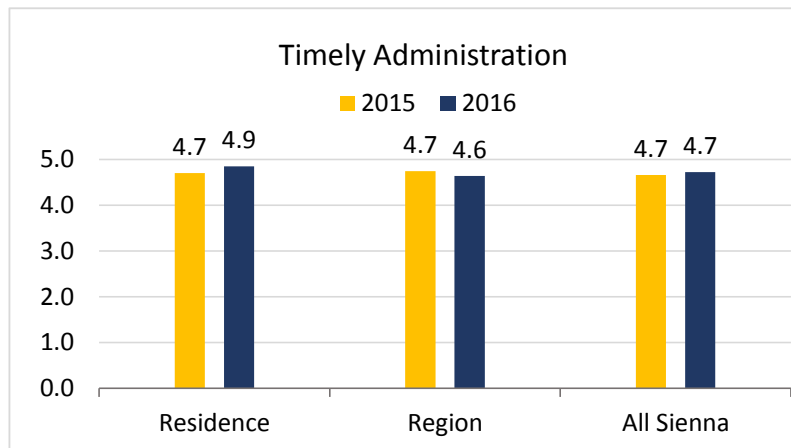
Score of 5 is Best



Service Area Scores

Medication Services

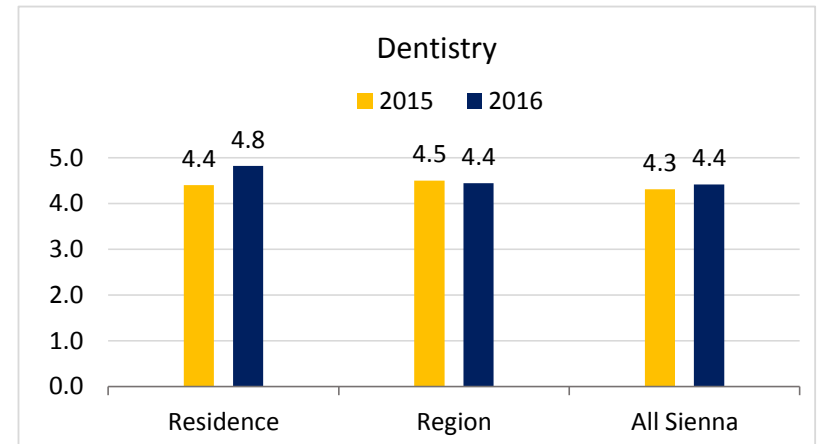
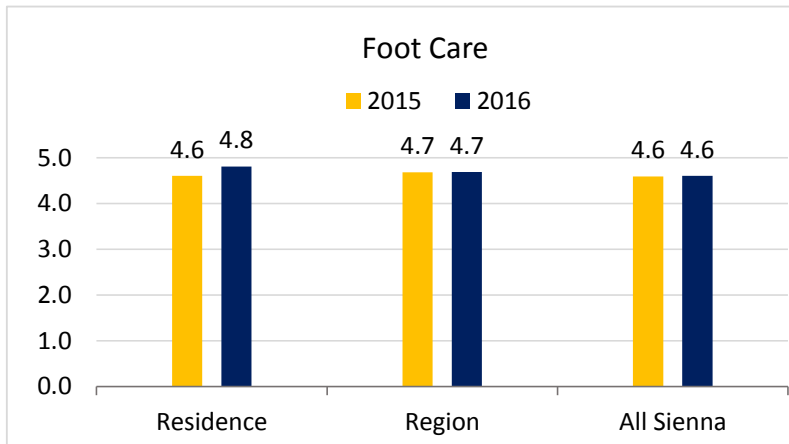
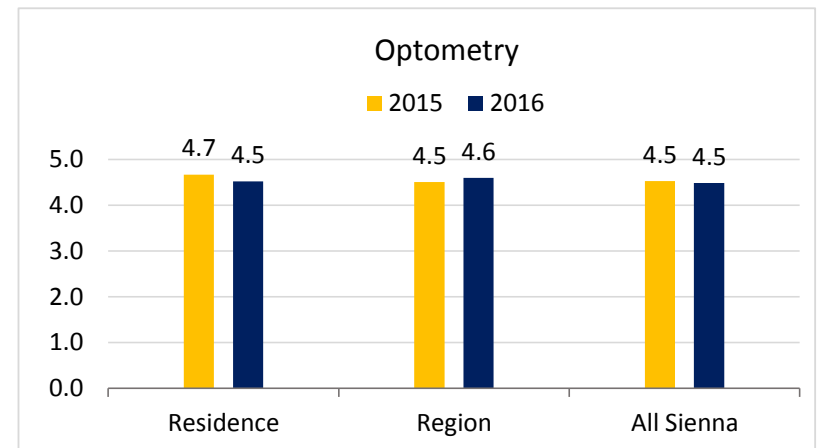
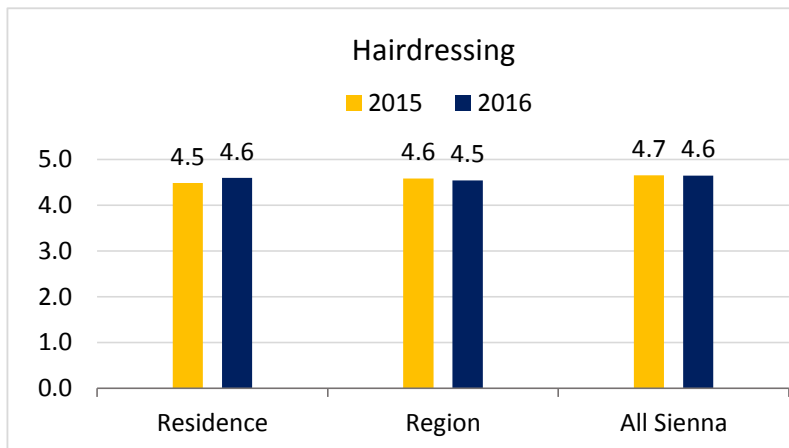
Score of 5 is Best



Service Area Scores

Contracted Services (Page 1 of 2)

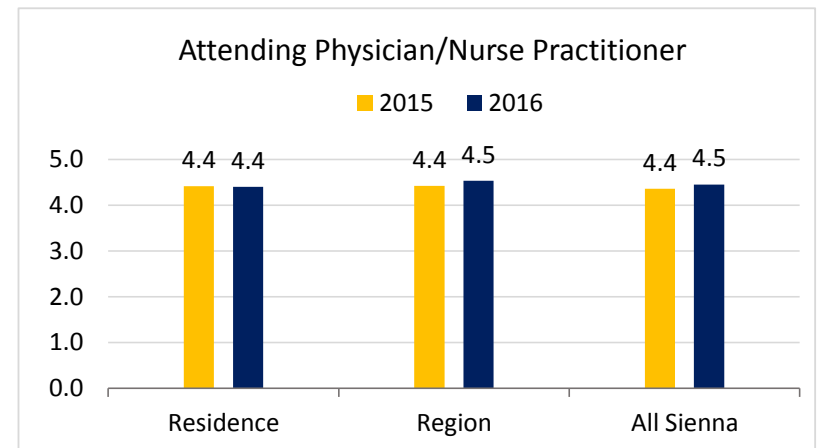
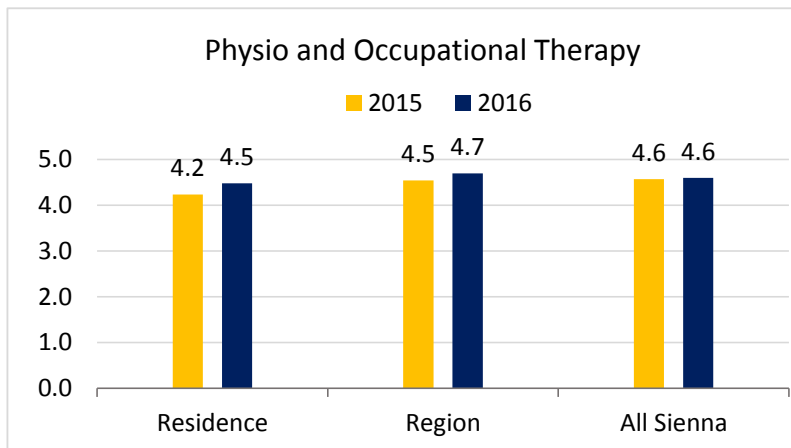
Score of 5 is Best



Service Area Scores

Contracted Services (Page 2 of 2)

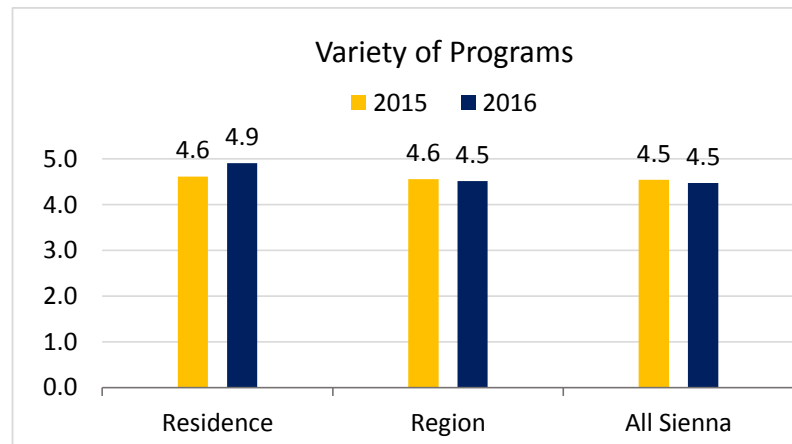
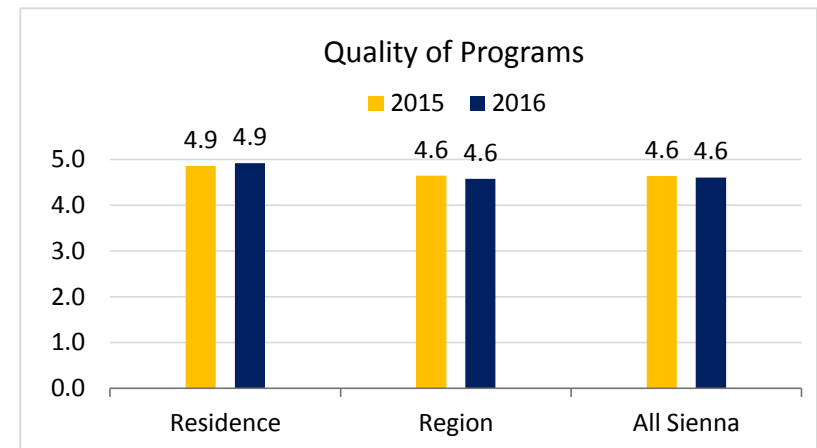
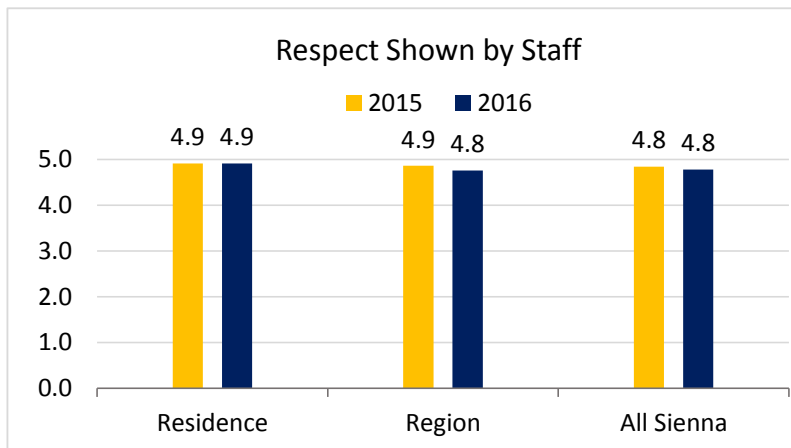
Score of 5 is Best



Service Area Scores

Recreation Programs

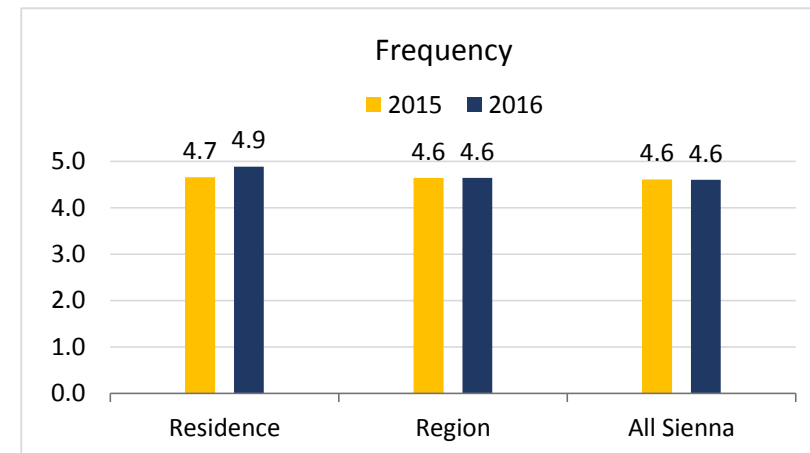
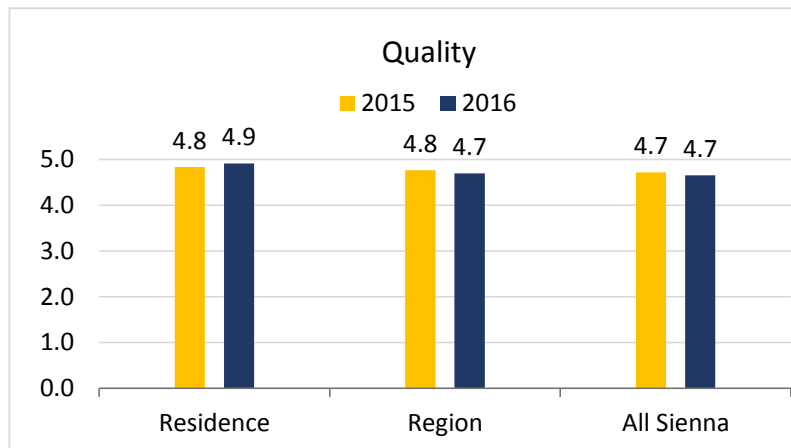
Score of 5 is Best



Service Area Scores

Spiritual Programs

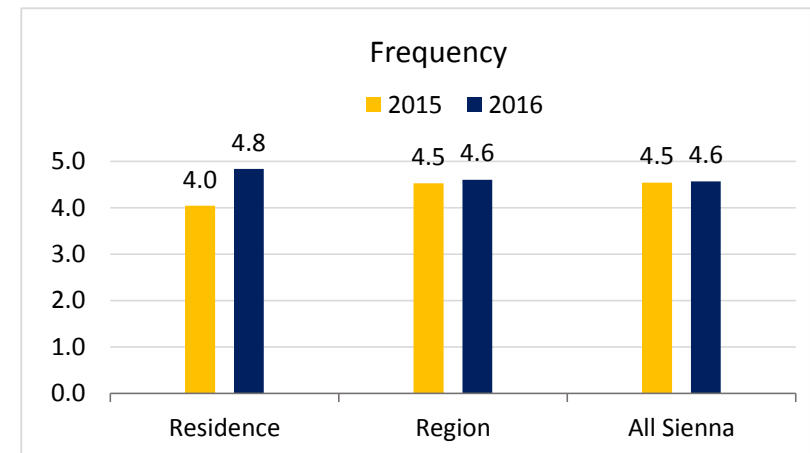
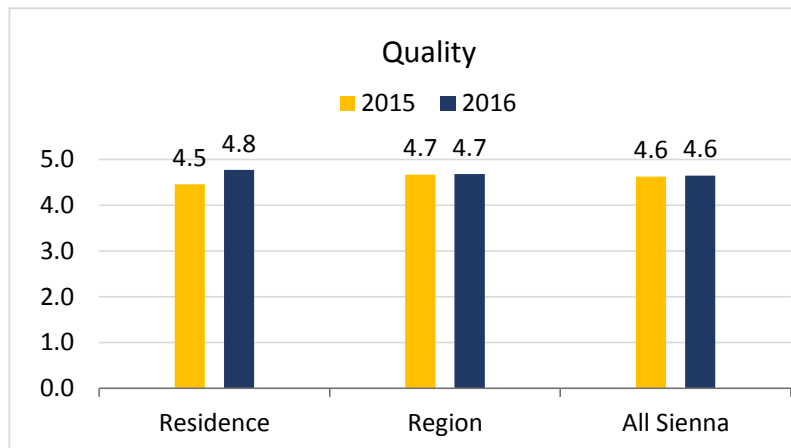
Score of 5 is Best



Service Area Scores

Exercise and Fitness Programs

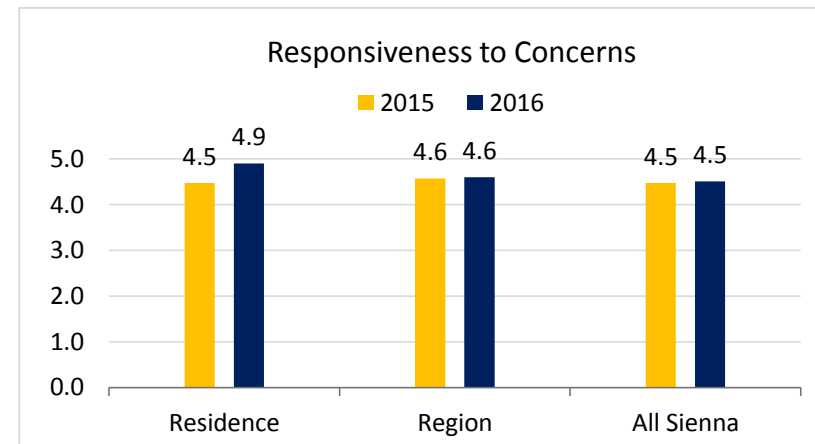
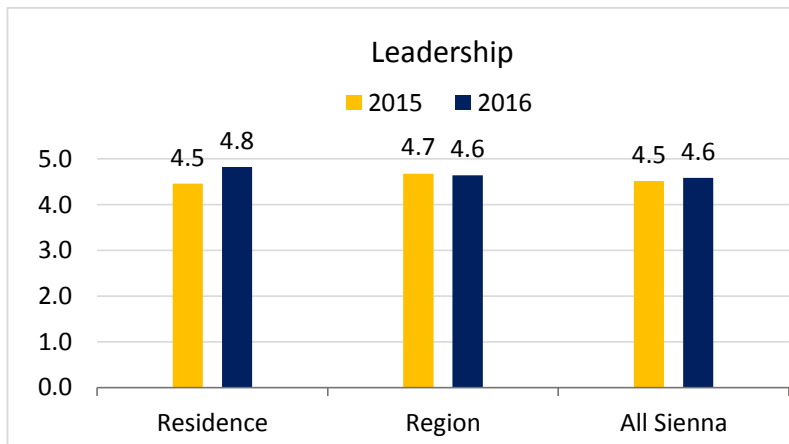
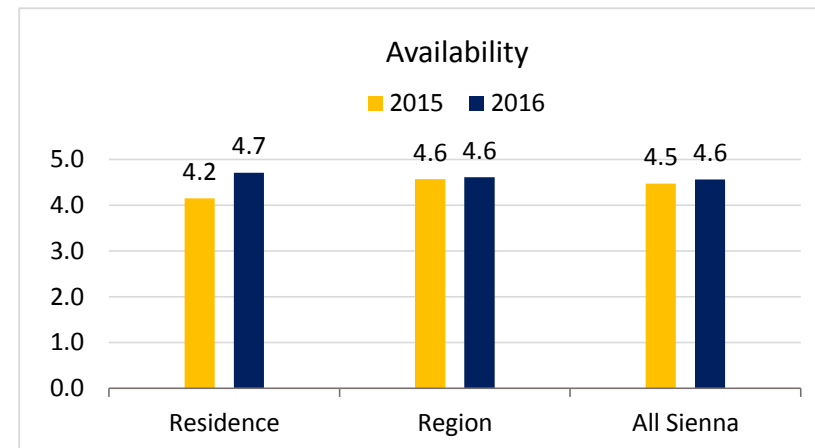
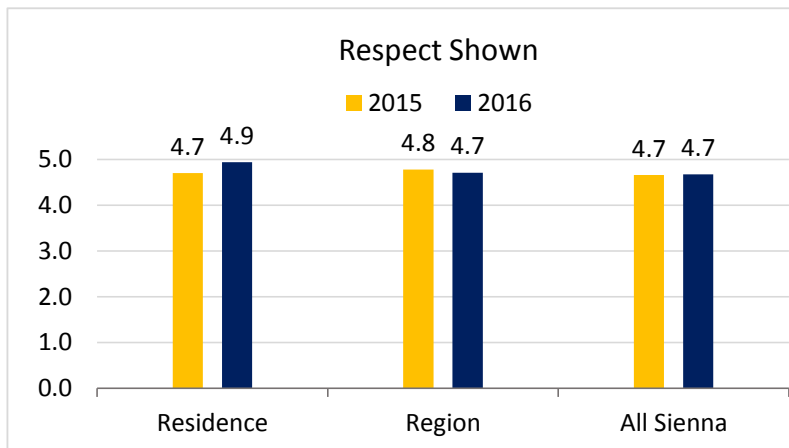
Score of 5 is Best



Service Area Scores

ED/Administrator

Score of 5 is Best



Drivers of Satisfaction Scenario

Drivers of Satisfaction are the areas that have the greatest impact on the survey respondents' overall satisfaction within your Community. Any improvement you can make in these areas over the next year should increase overall customer satisfaction. These drivers were calculated specifically for Victoria Manor.

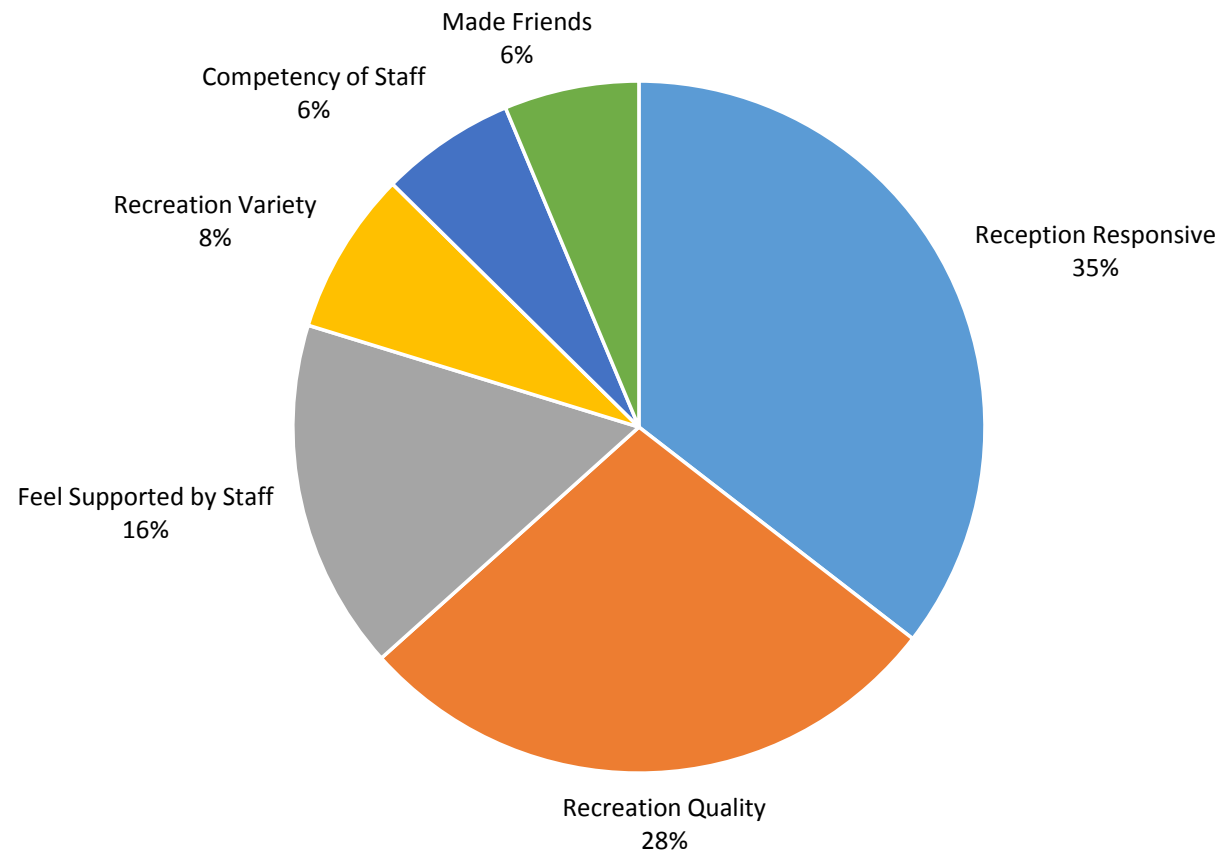
Your Drivers of Satisfaction can be found on page 30 to 32 of this report. A careful review of the Drivers of Satisfaction specific to your community will be important, as this will be your main area of focus for the coming year in regards to your survey action plan.

While your scores in each area are important, focusing on the Drivers of Satisfaction will have the most significant impact. Where scores are lower than average, it would be necessary to work to bring them higher. Even where scores are good or higher than average, you will want to both maintain your current practice and see where you can improve, knowing these areas are extra important to residents.

Drivers of Overall Satisfaction

Aggregate of Overall Satisfaction Questions

The chart below shows the primary drivers of overall satisfaction among residents of Victoria Manor. The chart does not tell us how your community performed in these areas, but it shows what is impacting overall satisfaction the most (either positively or negatively). Refer back to the Average Score pages to see how you scored in each of these areas. Any improvement in the areas shown in the chart should also improve your residents' overall satisfaction with Victoria Manor.



Top 5 Drivers of Overall Satisfaction

Individual Overall Satisfaction Questions

The tables below and on the following page show the **top 5 services areas** that are driving satisfaction for each of the 10 overall satisfaction questions. Refer back to the Average Score pages to see how you scored in each of these areas. Any improvement in the service areas shown for a particular question shown should also improve your scores for that question.

Made Friends	
Services	Impact
Housekeeping Respect	55%
Feel Accepted by Staff	25%
Hairdressing	9%
Care Staff Timely	6%
Medication Timely	6%

Feel Safe & Secure	
Services	Impact
Medication Quality	40%
Housekeeping Respect	30%
Maintenance Respect	15%
Laundry Timely	8%
Feel Accepted by Staff	8%

Residence Runs Smoothly	
Services	Impact
Feel Accepted by Staff	38%
Recreation Quality	23%
Feel Supported by Staff	15%
Care Staff Timely	13%
Maintenance Quality	12%

Staff is Friendly	
Services	Impact
Feel Accepted by Staff	33%
Maintenance Respect	29%
Reception Responsive	18%
Maintenance Timely	12%
Maintenance Quality	8%

Feel at Home	
Services	Impact
Feel Accepted by Staff	24%
Recreation Quality	21%
Laundry Quality	21%
Reception Responsive	20%
Connection with Staff	14%

Willing to Recommend	
Services	Impact
Recreation Variety	31%
Connection with Staff	29%
Laundry Timely	16%
Food Quality	13%
Recreation Quality	11%

Top 5 Drivers of Overall Satisfaction

Individual Overall Satisfaction Questions

Privacy Respected	
Services	Impact
Recreation Quality	60%
Recreation Variety	26%
Reception Responsive	8%
Medication Timely	3%
Medication Quality	3%

Quality of Services	
Services	Impact
Feel Supported by Staff	53%
Recreation Respect	25%
Reception Respect	9%
Attending Physician	6%
Care Staff Quality	6%

Staff is Competent	
Services	Impact
Care Staff Timely	22%
Recreation Variety	21%
Recreation Quality	21%
Maintenance Quality	20%
Feel Accepted by Staff	17%

Quality of Life	
Services	Impact
Feel Supported by Staff	49%
Recreation Variety	18%
Connection with Staff	13%
Recreation Respect	10%
Recreation Quality	10%