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April 18, 2018

Victoria Manor Board of Directors  
Delivered via email

**RE: Quarterly Updates from Joanne**

Greetings,

As we move further into the 2018 year, I look forward to providing you with a quarterly (or more frequently as needed) memorandum from my office to provide regular updates and just in time information for your reference and decision-making purposes.

Following the OLTC Annual General Meeting and Together We Care Conference that took place last week, I would like to take the opportunity at this time to highlight three items of high interest to your Board:

**Ontario Risk Management Framework**

In addition to MOHLTC Regulatory Inspections, the MOHLTC has adopted a risk framework (LQIP Risk and Priority Assessment Framework) to prioritize LTC homes based on risk. This new matrix monitors and ranks 60+ risk factors, including a combination of compliance outcomes, quality indicator performance, LSAA risk indicators, and qualitative assessment of the LTC leadership team at the site level. The new risk rating provides an overall score and ranks homes in one of four categories: Green: In good standing (low risk); Yellow: Improvement required (medium risk); Orange: Significant improvement required (high risk); and Red: License revoked.

This data has been made public as of April 13, 2018. We have not received the most recent LPA data from December 2017, which is what the publically released data is based on. Victoria Manor has been deemed "Improvement Required" at Yellow or medium risk. This is mainly based on 2016 non-compliance prior to nursing leadership change, and there have been no orders received since July 2016.

**Provincial budget**

The long-term care sector received significant investments in the 2018-19 provincial budget, totaling more than \$170 million.

Building on the November 2017 announcement of 15 million more care hours per year, the budget allotted \$300 million in care hours over the next three years. This will start with \$50 million for 2018-19 for an additional full-time RN in every home. In 2019-20, the funding is expected to support the hiring of additional PSWs. Homes will also continue to benefit from the previously committed 2% increase to level of care funding for Nursing and Personal Care (NPC), Programs (PSS) envelopes and Convalescent Care. Raw Food funding also received a 6% increase, with a commitment to grow the funding to \$10 per resident, per day next year.

The BSO program received another \$10 million this year, as well as a commitment to have an in-home BSO team within 80% of the province's long-term care homes by April 2019.

Two new funding announcements were also made:

- A Small Homes (64 beds or less) fund of approximately \$8 million per year (average \$2 per resident, per day).
- An \$8 million "equipment fund" which allows homes to purchase aids to prevent falls and injuries. This will relieve some capital funding pressures for items not currently eligible in the nursing and personal care envelopes such as ceiling lifts and beds.

There was a \$5 million investment into High Intensity Needs Funding for items related to advanced wound care, IV's etc., and \$3 million more for the Assistive Devices Program for CPAP breathing devices.

Last year the government committed to indexing inflationary increases for both OA and co-pay in perpetuity, and they are continuing this commitment. The government is also planning to put "quality attainment premiums" in place for OA, which would include an additional \$0.36 per resident per day for homes performing well on quality indicators and have accreditation in good standing.

#### **Bill 160, Strengthening Quality and Accountability for Patients Act, 2017**

In response to the recommendations of the 2016 report of the Auditor General to identify additional enforcement tools, Bill 160 enforcement changes include financial penalties applied to those operators who repeatedly do not comply with the requirements of Act.

On April 11, 2018, the Ministry announced an Administrative Monetary Penalty (AMP) framework to define levies on operators with continued non-compliance.

Critical AMP Category inclusive of not having the following positions in place: Administrator, DOC, Medical Director

High Risk AMP Category inclusive of:

- Alleged/Actual Abuse/Assault
- Continence Care & Bowel Management
- Falls
- Infection Prevention & Control
- Medication Incidents
- Nursing & Personal Support (includes 24/7 Nursing)
- Pain Management
- Responsive Behaviours
- Restraints
- Safe & Secure Environment
- Skin & Wound
- Weight Loss Management

Other AMP Category inclusive of: Any area not noted above in which the Ministry feels the site is not moving forward on following non-compliance / Order received

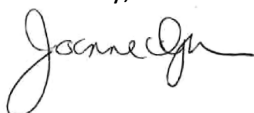
Any fines levied to be paid by the Licensee out of O/A. Personal penalties would only come into play in the event of a court decision.

<b>Non-compliance with requirement under the Act + Compliance Order</b>	<b>Other Risk AMP Amount</b>	<b>High Risk AMP Amount</b>	<b>Critical Risk AMP Amount</b>
Issued	\$0	\$0	\$0
Re-Issued 1X	\$1,000	\$5,000	\$10,000
Re-Issued 2X	\$2,000	\$10,000	\$20,000
Re-Issued 3X	\$3,000	\$15,000	\$30,000
Re-Issued 4X	\$4,000	\$20,000	\$40,000

Re-Inspection fees may also be levied in the event that that MOHLTC has to conduct a follow-up inspection due to non-compliance (especially as related to Critical/High risk). The fee to Licensee would cover the cost of inspectors coming to the home, and is based on number of visits (not number of items addressed).

As we navigate the increasingly complex Long Term Care sector together, I look forward to connecting with you more regularly via email memorandum and at your in-person meetings, and I welcome any questions you may have in addition to your regular coordination with your community's Vice President, Operations. Our commitment remains ongoing to providing high quality management services to support the excellent work your team does every day. Thank you.

Sincerely,



Joanne Dykeman  
Executive Vice President, Operations  
Sienna Senior Living

cc: Pamela Kulas, Administrator, Victoria Manor  
Sanja Freeborn, VP Operations, Sienna Senior Living