

t: (905) 477-4006
f: (905) 415-7623
302 Town Centre Blvd., Suite 300
Markham, ON L3R 0E8
siennaliving.ca



June 11, 2020

Dear Members of the Victoria Manor Board of Directors,

As a valued partner of our organization, I wanted to reach out to you to provide you with an important update on new developments at Sienna Senior Living.

It goes without saying that it has been a challenging few months for everyone in the sector and we have all had to take a hard look at how we have responded to COVID-19.

The good news is that we have a number of residences that are now out of outbreak and we are very lucky to have a team that is doing heroic work each and every day to care for and protect our residents.

We know that it is critical that we continue to build off this momentum. We have never shied away from learning and improving, and we will continue to keep doing so. Last week, we launched a six-point action plan that will help us improve our operations and delivery of care. The action plan includes an immediate, company-wide review into our policies, practices and culture at Sienna led by former Deputy Attorney General of Ontario, Paul Boniferro.

In addition to the review, our six-point action plan includes:

- **Bringing in additional health-care expertise:** We are excited to announce the appointment of former Sinai Health System CEO, Joseph Mapa, as Executive Advisor to our Board of Directors. In this new role, Mr. Mapa will provide additional healthcare experience and capacity as we work to address the challenges the entire long-term care industry is facing as a result of the ongoing pandemic
- **Rolling out frontline re-education:** We are introducing enhanced frontline education protocols focused on quality and safety.
- **Re-education on zero tolerance policy and sensitivity training:** We are reinforcing our zero-tolerance policy for inappropriate behaviour and conducting sensitivity training with front line staff that will include a special lens to address the extenuating circumstances our residences are facing.
- **Increasing communications:** We are increasing our communications with our residents and their families, including having already started holding videoconference town halls across our network of residences. We are also prioritizing regular virtual visits between residents and their loved ones.
- **Accelerating staffing, recruiting and retention efforts:** While hiring and recruiting has been a challenge during the COVID-19 pandemic, Sienna is accelerating aggressive recruitment efforts.

The warmth of human connection

You may be wondering whether Mr. Boniferro's mandate extends to managed residences, and I can confirm that he may review your residences to the extent that Sienna's practices and policies are relevant to them. Please do not hesitate to reach out to me should you have further questions on this matter.

I also want to share with you that Joanne Dykeman is no longer with Sienna. We will be communicating with you the in near future about recruitment plans. In the interim we have a very strong operational team, and I will be providing additional leadership to support to the Long Term Care team.

I know this has been a tremendously difficult time for all of us and I want to thank you again for your ongoing collaboration and support. We share a common goal of wanting to find ways to improve our delivery of care and it is in that spirit that we are taking the important actions that I have outlined for you here today. Please do not hesitate to reach out should you have any questions or feedback.

All the best,

A handwritten signature in cursive script that reads "Dianne Green". The ink is dark and the signature is fluid.

Dianne Green
Lead Vice President, Regional Operations
Sienna Senior Living

CC: Pamela Kulas, Executive Director
Jennifer Powley, Regional Vice President, Sienna Senior Living