



Victoria Manor & Sienna Senior Living

Sienna Senior Living, itself and through its predecessors in acquisition, continues to support the operations via the provision of management services to Victoria Manor (since 2012). Within that context a focus on quality outcomes and best practice support has resulted in positive quality and operational outcomes.

2023 has been considered a post pandemic year of operations. Although focused effort continues related to communicable disease and outbreak management, the prime activities were focused on enhancing the resident, family and team member experience.

Fixing Long Term Care Act, 2021

The new Act came into force April 11, 2022 with all necessary enhancements necessary by October 11, 2022.

Requirements and changes include:

- Infection Prevention and Control
- Resident Councils
- Family Councils
- Quality Management and Strategic Planning
- Stakeholder Engagement

All necessary changes have been addressed in policy and procedure.

The inspection experience in 2023 is depicted in the table below.

Date of Inspection Report	Type of Inspection	# of Days of inspection	Findings	Findings Back Into Compliance
June 29, 2023	Critical Incident Complaint	26 days 3 inspectors	17 WN	All WN's are back into compliance
December 21, 2023	Critical Incident Complaint	11 days 2 inspectors	4 WN	All WN's are back into compliance. 1 CO – action plan implemented and home is completing auditing as per action plan. Awaiting re-inspection by MOH to confirm compliance.

WN – Written Notification. No specific follow up will be conducted by Inspection Branch
 CO – Compliance Order. Follow up will be conducted by Inspection Branch

All processes to prevent further findings have been implemented. Action plans and follow up are documented for any inspection finding and reported through the site level Quality and Leadership Committee, monitored by Sienna and reported to the Director, Human Services.

Quality Update 2022-2023 Initiatives

Post Accreditation Year 1

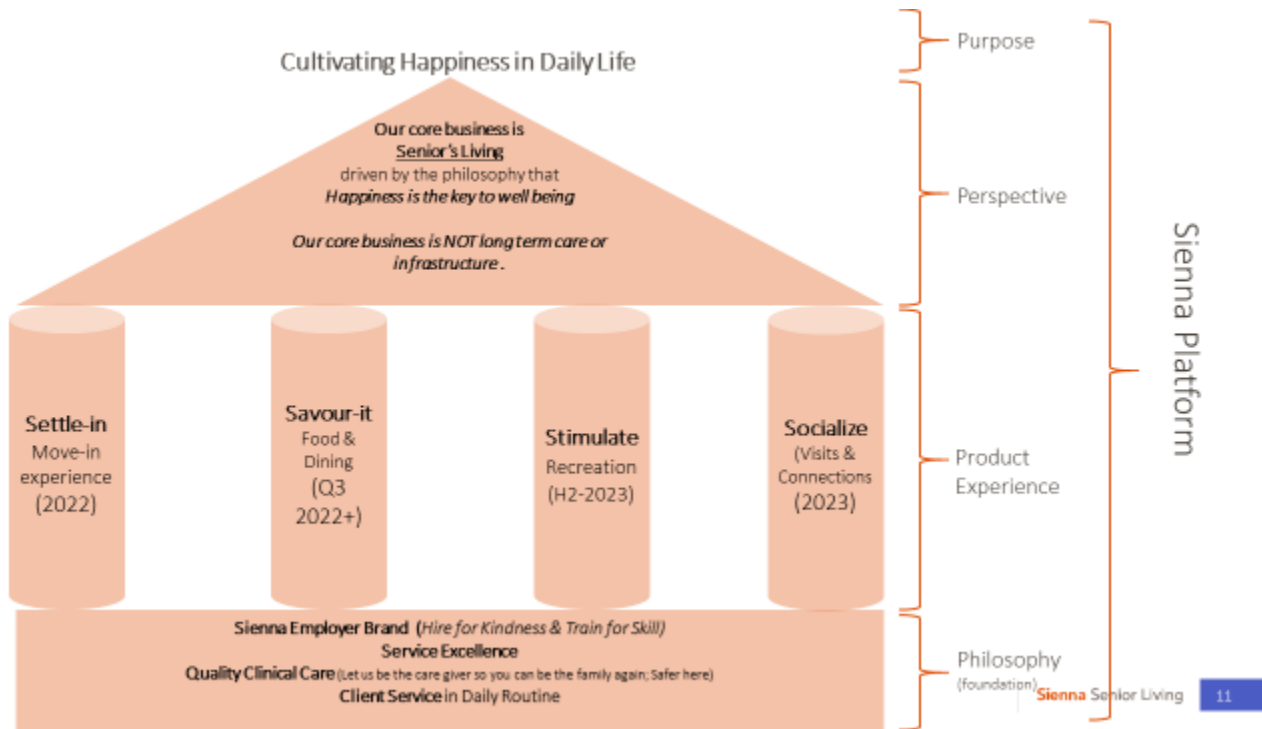
2022 CARF (Commission on Accreditation of Rehabilitation Facilities) was extremely successful. This Digitally Enhanced Site Survey (DESS) was conducted over 2 days with inputs from the team at the home and Sienna. The

formal report indicated some opportunities to ensure analysis of critical incidents which has been addressed via the program evaluation over the past year.

Long Term Care Platform

In 2023 Sienna launched a new LTC platform that articulates the value proposition for residents and families in a 4 pillar model that promotes resident centered care, acknowledge the important role of family members, and provide for the needs of an increasing resident acuity. Centered in the new Sienna mission “*cultivating happiness in daily life*”, the mission to which this platform aligns has been modified for Victoria Manor to focus on organizational values. Communicated as *be the most loved and most trusted long term care home in Kawartha Lakes*”.

The 4 pillars are as depicted in this diagram.



Value Proposition

Deliver excellent clinical care, while elevating the resident experience with personalization, choice and community engagement

Personalization

Rigorous discovery to know the individual; create relationships; offer relevant services and solutions



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Choice

Curated programming and services that provide options and support overall health and well-being



Community Engagement

Vital part of the community; bring the community in, and residents out to engage meaningfully



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We call this our **Circle** approach, where we surround each person with the care and support needed to live life to the fullest.

It starts from the moment each individual moves in, where we welcome them with a warm, caring and tailored experience. Built on a strong foundation of service excellence and quality clinical care, **Circle** goes even further to elevate quality of life.

Whether it's **settling** into their new home; **savouring** delicious meals; enjoying **stimulating** activities, or **socializing** with neighbours, family, and friends, **Circle** delivers a person-centred experience for every person in our community.

Our **Circle** approach is guided by our Purpose to cultivate happiness in daily life.

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Briefing Note: Sienna Senior Living-Victoria Manor

February 2024

Committee of Management – City of Kawartha Lakes

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The first pillars of “Settle In” and “Savour It” have been implemented. Comprehensive cross functional learning modules have been developed and focus on engagement all teams to ensure that the first few days on move in are mindful of the lived experience of the individual and their family while ensuring that all necessary processes are conducted in with clinical evidence in a caring manner.

The S-Café concept was introduced at Victoria Manor. Although S-Café is branded at Sienna communities, at Victoria Manor an unbranded version in The Gathering Place has been implemented. This first step of the “Savour It” pillar focuses on enhancing hydration through socialization. The coffee shop model includes coffee, and like beverages and most popular – ice cream and frozen treats.

Resident and Family Engagement

In 2023 overall satisfaction of residents and families was assessed using a net promoter score methodology. The NPS results are as follows:

Family NPS



Resident NPS



Net Promoter Score is calculated as follows:

of respondents who promote by recommending the home to other minus the number of respondents who would not recommend the home to others

So what is a ‘good’ NPS?

- Above 0 is good
- Above 20 is favourable
- Above 50 is excellent
- Above 80 is world class

Overall, the results for residents are lower than those for family members indicating that generally residents would prefer to not live in long term care. These results will anchor our resident and family experience initiatives for 2024 support by the Circle Platform.

Staff Engagement

As an engaged workforce is the path to successful resident experiences, the orientation program has been revitalized. As per the Sienna implementation model, the program is now in full implementation and will be used at Victoria Manor to anchor the approach to resident centered care and ensure knowledge translation at the



beginning of the employment experience. The diagram below offers a snapshot of the learning to be experienced.



Further conversation is warranted to understand LTC employee experience. The current frequency for engagement survey is every two years via the City of Kawartha Lakes. There is opportunity to increase the survey frequency by aligning with the Sienna process and conducted annual surveys. This frequency will provide additional information needs to focus on this team of employees and enabling the opportunity to benchmark to national LTC experiences.