

Executive Director Operational Report March 2025



Scorecard: Quality

Leadership & Quality

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

MLTC Compliance Orders / Inspection Findings Summary

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

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

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

Scorecard: People

Human Resources & Occupational Health and Safety

a. Ministry Long Term Care Staffing Reports

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

*change in reporting includes Nurse Practitioner hours

**change in reporting includes Dietary team member hours

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

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

b. Number of vacancies (March 30, 2025)

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

c. New Hires (March 2025)

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

Ministry of Labour / Inspections / Findings Summary

- No Inspection in March 2025

Sienna Essentials

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

Operations and Care Services Delivery

Occupancy

- 97.85%

Resident & Family Satisfaction Survey

March 2025

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

The top category of comments we are seeing so far this year is: Staff, which includes the sub-categories of Clinical Care and Service Excellence. We have identified our greatest area of opportunity for improvement to be related to food quality.

Taking Action

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

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

Environmental & Dietary Highlights

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

Clinical Highlights

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

Resident Council Highlights Ask about March 2025

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

Family Council

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

Living the Culture Change

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

Memorable Moments

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



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

