

Pioneer Manor 2025 – 4th Quarter Report

Presented To: Community and
Emergency Services
Committee

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Information Only

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Report Summary

This report provides information regarding a quarterly update with respect to service delivery, activities, and accomplishments in support of resident safety goals, objectives, and good news stories for Pioneer Manor.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This information report supports Council's Strategic Plan in the areas of Asset Management and Service Excellence and more specifically in Creating a Healthier Community through alignment of the Population Health Priorities of Families, Holistic Health, and the Age Friendly Strategy.

Financial Implications

There are no financial implications associated with this report.

Background

This report provides a status update on various topics, such as good news stories, operational activities, accomplishments, updates for the fourth quarter of 2025. Pioneer Manor is committed to providing a safe, healthy, and respectful environment for residents, families, visitors, and employees.

Good News Stories

Remembrance Day Service

On November 6, 2025, members of Branch 76 of the Royal Canadian Legion, including the color party, led a Remembrance Day service in the Winter Park for residents and their families. The ceremony honored the sacrifices of Canadian veterans and provided a meaningful opportunity for residents to reflect on the courage and dedication of those who have served, including First Nation, Inuit, and Métis individuals.



Remembrance Day Program with École Hélène-Gravelle

On November 13, 2025, grade 5 and 6 students from École Hélène-Gravelle led a francophone Remembrance Day program that included a drum parade and dance. The event provided a thoughtful moment of remembrance, recognizing the courage and commitment of Canada's service members.



Diwali Festival of Lights

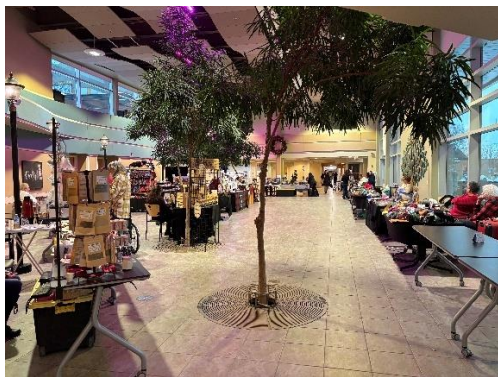
On November 6, 2025, the Home celebrated the Diwali festival of lights. The event featured a slideshow highlighting the cultural significance of Diwali, a traditional dance performance, and a resident activity in which participants created decorative lanterns.



Christmas Pop-Up Market

Residents' Council hosted its annual Christmas market on December 3, 2025. The Winter Park was lively with

residents, families, visitors, and staff browsing the various offerings and selecting special gifts for friends and loved ones.



The Pioneers Christmas Concert

The Pioneers, our vibrant 20-member residents' choir, worked diligently in preparation for their annual Christmas concert. Music veteran Paul Dunn returned on lead guitar, contributing his signature warmth to this cherished holiday tradition. This year's concert, titled "Traditions: A Medley of Favourite Christmas Songs and Verse," offered a heartwarming celebration of the season. Residents, families, friends, and staff gathered on December 17, 2025, in the Winter Park to enjoy the performance and honour the rich traditions of Pioneer Manor.



Community Gift Support for Residents

The Home was fortunate to receive generous support from community partners and individuals who provided gifts for residents without family members and who may not otherwise have had presents to open on Christmas Day. Once again, this year, City of Greater Sudbury staff, community donors, and the Be a Santa to a Senior program contributed thoughtfully to ensure a joyful holiday season for our residents.

Seasonal Cards and Posters from the Community

The Home received numerous Christmas cards and posters from school groups and community members wishing to share the joy of the season with residents. Posters were displayed in home-area dining rooms, and cards were distributed to residents during various special events throughout the holiday season.

Quality Initiatives

IPAC Engagement and Regulatory Advocacy Activities

Lisa Mills, our Infection Prevention and Control Lead for the home, recently delivered a presentation during the Northeastern Ontario Infection Prevention and Control (IPAC) education days highlighting surveillance

systems in place at Pioneer Manor which enable us to quickly identify residents with respiratory or enteric illness, thereby shortening the duration and impacts of outbreaks at our home. Lisa is also a member of the Ontario Infection Prevention and Control Coalition which is an advocacy group promoting the regulation of infection control practitioners across Ontario and the country. This group recently published an article in the Canadian Journal of Infection Prevention and Control addressing this subject.

Strengthening End-of-Life Support Practices



This butterfly logo is now placed at the entrance of resident's rooms to identify those who are at end-of-life. This visual cue serves as a gentle reminder for staff to provide heightened privacy, sensitivity, and support during this emotionally significant time. In addition, our end-of-life medication orders have recently undergone a comprehensive review by our in-house medical team and have been updated to ensure alignment with current best practices.

Food Services Subcommittee Report

The food services subcommittee continues to meet monthly, engaging families, residents, and staff to strengthen communication and review food service processes aligned with ministry standards. We are pleased to report that the food services section successfully served approximately 750 Christmas dinners to residents, family members, and staff on Christmas Day. Additional holiday offerings, including sweet trays, were also well received.

The winter–spring 2025/2026 menu, launched on November 3, 2025, has been positively received and approved by both the resident food committee and resident council. Some resident favorites include Sudbury porketta, fried chicken, and Chinese dinner.

On November 3, 2025, renovations began in the Park Place home area to update the servery. The funding for this project came from a one-time capital Ministry funding initiative. A temporary portable service was set up in the Park Place dining area throughout the renovation to ensure meal service continued without interruption. The work is now complete providing residents with a modernized, bright dining area.

Capital Bed Redevelopment

The project is 84% complete, on schedule, and within budget. All change orders remain within contingency and are expected to stay under budget.

The new wing finishing is well underway with most floors undergoing final finishing. Final electrical and networking are progressing, and initial quality control checks are underway with anticipation of commissioning verifications to kick off shortly. Renovations to the existing building are into the final phases with many areas already turned over to the home for use. Building furnishings and new home equipment are currently being procured with the target of having all items on hand by April 2026. Commissioning activities are scheduled to be completed by May 2026 ahead of the pending Ministry inspections required prior to occupancy. Residents are currently expected to be moved to the new home in late June 2026.

We are now preparing to submit our three-month occupancy plan to the Ministry of Long-Term Care with a submission date of February 12, 2026. The next submission will incorporate requested updates to drawings and appendices to support final approval and pre-occupancy.



Inspections

2020 to 2025 Ministry of Long-Term Care Inspection Analysis

All Long-Term Care homes across Ontario are inspected, with or without notice, by various Ministries and Agencies, in response to critical incidents or to discuss/investigate complaints/concerns. Additional scrutiny also ensures compliance with various directives and/or bylaws and is meant to ensure work is being conducted in accordance with legislation and regulations.

During the fourth quarter of 2025, the following number of inspections occurred at Pioneer Manor. The Home has addressed all identified areas.

Ministry / Agency	Inspections	Outcome
Ministry of Long-Term Care	2	<p>On October 24, 2025, the Ministry of Long-Term Care issued one written notification and one compliance order, which resulted in the home's first administrative monetary penalty. under the Fixing Long-Term Care Act, 2021. A monetary penalty is automatically issued when a home receives a second compliance order for the same requirement within three years. The Home had previously received a compliance order on July 25, 2024, related to duty to protect under section 24(1), which led to the penalty being triggered in 2025. Although both orders fell under the same requirement, the incidents involved were different. The home has since reviewed its policies, implemented an action plan, and taken all required steps to comply.</p> <p>On December 23, 2025, the Ministry of Long-Term Care issued two written notifications and two compliance orders. The Home is reviewing its processes and developing an action plan to ensure compliance.</p>
Ministry of Labour, Immigration,	0	

Training and Skills Development		
Public Health (IPAC)	0	
Public Health (Institutional Food Safety Compliance)	0	

2020 to 2025 Ministry of Long-Term Care Inspection Analysis

Effective April 11, 2022, the *Fixing Long-Term Care Act, 2021* (FLTCA) and *Ontario Regulation 246/22* replaced the previous *Long-Term Care Homes Act, 2007* (LTCHA) and *Ontario Regulation 79/10* as the governing legislation for long-term care in Ontario. If an inspector or the Director under the act finds non-compliance, they consider the scope and severity of the non-compliance, and the compliance history (up to three years) of the home to determine the appropriate compliance actions to take under the new FLTCA. Outlined below is Pioneer Manor's non-compliance history from 2021 to 2025.

Compliance Action	2021	2022	2023	2024	2025
Remedied Non-Compliance	N/A	2	0	0	1
Written Notification	12	7	10	14	16
Voluntary Plan of Correction	10	1	N/A	N/A	N/A
Compliance Order	0	0	2	1	4
Administrative Monetary Penalties	N/A	N/A	0	0	1
Order Requiring Management	N/A	N/A	0	0	0
Increased Fines for Offences	N/A	N/A	0	0	0
Investigations	N/A	N/A	0	0	0
License Suspension and Supervision	N/A	N/A	0	0	0
Total Areas of Non-Compliance	22	10	12	15	21

In 2025, the Ministry of Long-Term Care conducted five inspections of the home. Pioneer Manor received a total of 21 non-compliance including 1 non-compliance remedied, 16 written notification and 4 compliance orders, one of which triggered an administrative monetary penalty. Under the Fixing Long-Term Care Act, 2021, a monetary penalty is automatically issued when a home receives a second Compliance Order for the same requirement within a three-year period. Pioneer Manor received a Compliance Order on July 25, 2024, and another on October 24, 2025, both related to section 24(1), Duty to Protect, which triggered the penalty. Although both orders fell under the same requirement, the incidents and issues leading to the issuance of each order were different. Following the October 24, 2025, inspection, the Home reviewed its policies and processes, implemented an action plan, and has taken all required steps to comply with the Compliance Order and Administrative Monetary Penalty.

As part of its ongoing oversight and performance monitoring, the Ministry of Long-Term Care met with Pioneer Manor and shared provincial benchmarking data comparing the Home to similar long-term care facilities across Ontario. Over the past 24 months, Pioneer Manor has demonstrated strong regulatory performance relative to comparable homes. Pioneer Manor's performance across compliance results, complaints, and critical incident reporting is categorized within the 221+ bed group, which includes 69 of the largest and most complex long-term care homes in Ontario. This comparison group is important, as these homes typically support higher-acuity residents and experience more complex care requirements and as such reporting demands are increased.

Against this backdrop, Pioneer Manor demonstrates strong performance relative to comparable long-term care homes and reflects a high degree of transparency, accountability, and early issue identification. Over the review period, the Home recorded 27.5% fewer findings of non-compliance than comparable operators. Of these findings, 83.8% were low severity. While Pioneer Manor reported higher-than-average volumes of complaints and Critical Incident submissions, this is expected given the Home's size (433 beds) relative to other homes in the comparison group, many of which are significantly smaller (under 300 beds). Larger homes inherently support more residents, staff, and family interactions, which naturally increases the volume of issues which would require reporting.

Importantly, despite this higher reporting activity, Pioneer Manor experienced fewer reactive inspections, and a significantly lower rate of non-compliance compared to other homes within the same comparison group, reflecting strong oversight, early issue identification, and effective operational controls. While there remain areas for ongoing focus, such as duty-to-protect consistency, the comparative data show that Pioneer Manor is outperforming similar homes in compliance outcomes while maintaining a transparent and accountable approach to resident safety and quality of care.

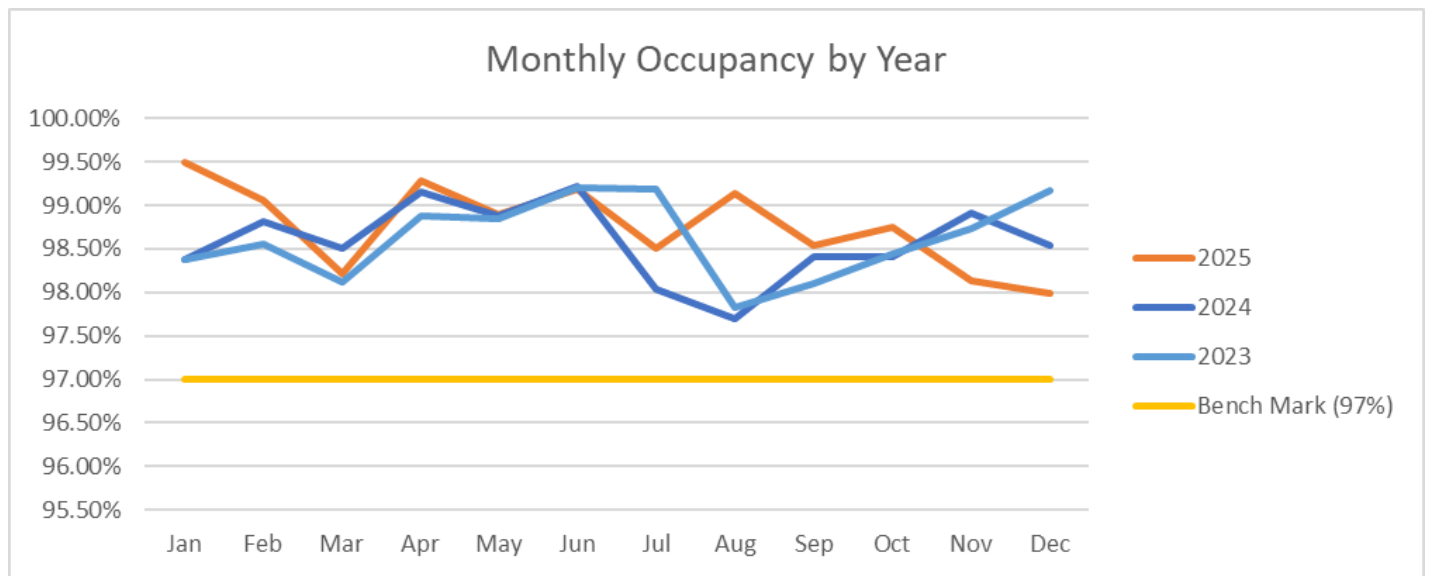
Written Complaints

During the fourth quarter of 2025, the following number of complaints were received by the Home, investigations and responses provided as per the *FLTCA, 2021* and *Ontario Regulation 246/22*.

Council	Received	Outcome
Resident / Family Members	4	The four complaints have been resolved and proper follow up has occurred with resident and family.
Resident Council	7	The seven complaints have been resolved; however, the smoke smell in the hallway and the concerns regarding name tags continue to be monitored.
Family Council	1	The information request has been completed.

Key Performance Indicators

2025 Long-Term Care Home Availability						
Facility Name	Beds	# On Waitlist - Basic Bed	# On Waitlist - Private Beds	Total # Waiting		
Pioneer Manor	433	446 Total 205 (1st choice only)	251 Total 69 (1st choice only)	615 Total 274 (1st choice only)		
Resident Stats		2021	2022	2023	2024	2025
Admissions		136	165	139	126	113
Discharges		4	6	3	4	4
Deaths		126	154	135	124	110
Internal Transfers		132	126	100	73	85
Occupancy Rate		98.80%	96.63%	98.62%	98.56%	98.76%



Infection Prevention and Control (IPAC) Outbreaks – Fourth Quarter 2025

Type of Outbreak	Declared	Declared Over	Duration (Days)	Number Impacted	
				Home Area(s)	Resident(s)
Respiratory (COVID)	Oct. 28, 2025	Nov. 14, 2025	17	Park Place Trillium	13
Respiratory (Rhinovirus & Influenza A)	Nov. 23, 2025	Dec. 2, 2025	9	Park Place	6
Respiratory (Influenza A)	Dec. 13, 2025	Dec. 18, 2025	5	Cedar	2
Respiratory (ARI)	Dec. 19, 2025	Ongoing	11 (ongoing)	Lilac Mallard	8 (to date)