

The Corporation of the City of Kawartha Lakes

AGENDA

VICTORIA MANOR COMMITTEE OF MANAGEMENT

VMC2017-05

Monday, June 19, 2017

9:30 A.M.

Victoria Manor Boardroom

Victoria Manor, Second Floor

220 Angeline Street South, Lindsay, Ontario

MEMBERS:

Councillor Doug Elmslie

Councillor Gerard Jilesen

Councillor Mary Ann Martin

Councillor John Pollard

Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

1.	<u>CALL TO ORDER</u>	
2.	<u>ADOPTION OF AGENDA</u>	
3.	<u>DISCLOSURES OF PECUNIARY INTEREST</u>	
4.	<u>DEPUTATIONS AND PRESENTATIONS</u>	
5.	<u>APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING</u>	3 - 6
6.	<u>BUSINESS ARISING FROM PREVIOUS MEETINGS</u>	
7.	<u>CORRESPONDENCE</u>	
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7.2	Memorandum - Inspection Report - LTC Home Accommodation Charge Changes Effective July 1, 2017	8 - 10
8.	<u>REPORTS</u>	
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9.	<u>CLOSED SESSION</u>	
9.1	Closed Minutes, Victoria Manor Committee of Management, April 24, 2017, Municipal Act, 2001 s.239(2)(b)(d)(g)	
9.2	Victoria Manor Confidential Operations Report to Committee of Management, April 2017 and May 2017, Municipal Act, 2001 s.239(2)(b)(d)(e)	
10.	<u>MATTERS FROM CLOSED SESSION</u>	
11.	<u>OTHER NEW BUSINESS</u>	
12.	<u>NEXT MEETING</u>	
	July 17, 2017, Victoria Manor Boardroom, commencing at 9:30 a.m.	
13.	<u>ADJOURNMENT</u>	

The Corporation of the City of Kawartha Lakes
MINUTES
VICTORIA MANOR COMMITTEE OF MANAGEMENT

VMC2017-04
Monday, April 24, 2017
9:30 A.M.
Victoria Manor Boardroom
Victoria Manor, Second Floor
220 Angeline Street South, Lindsay, Ontario

MEMBERS:

Councillor Doug Elmslie
Councillor Gerard Jilesen
Councillor Mary Ann Martin
Councillor John Pollard
Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

1. CALL TO ORDER

Chair Elmslie called the meeting to order at 9:35 a.m. Councillors J. Pollard and K. Seymour-Fagan were in attendance.

Administrator Pamela Kulas , Executive Assistant Holly Russett and Sienna Senior Living VP Operations and Long Term Care Sanja Freeborn were also in attendance.

2. ADOPTION OF AGENDA

VMCM2017-037

Moved By Councillor Pollard

Seconded By Councillor Seymour-Fagan

RESOLVED THAT the agenda be adopted as circulated.

CARRIED

3. DISCLOSURES OF PECUNIARY INTEREST

There were no declarations of pecuniary interest noted.

4. DEPUTATIONS AND PRESENTATIONS

None

5. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING

VMCM2017-038

Moved By Councillor Pollard

Seconded By Councillor Seymour-Fagan

RESOLVED THAT the minutes of the Victoria Manor Committee of Management meeting held on March 20, 2017, be adopted as circulated.

CARRIED

6. BUSINESS ARISING FROM PREVIOUS MEETINGS

None

7. CORRESPONDENCE

7.1 Memorandum - Ministry of Labour Inspection Report

VMCM2017-039**Moved By** Councillor Pollard**Seconded By** Councillor Seymour-Fagan

RESOLVED THAT the April 24, 2017 Memorandum from Pamela Kulas, regarding Ministry of Labour - Inspection Report, be received.

CARRIED**7.2 Memorandum - Ministry of Health - Resident Quality Inspection Report****VMCM2017-040****Moved By** Councillor Seymour-Fagan**Seconded By** Councillor Pollard

RESOLVED THAT the April 24, 2017 correspondence from Pamela Kulas, regarding Ministry of Health - Resident Quality Inspection Report, be received.

CARRIED**8. REPORTS****8.1 Victoria Manor Operations Report to Committee of Management, April 24, 2017****VMCM2017-041****Moved By** Councillor Pollard**Seconded By** Councillor Seymour-Fagan

RESOLVED THAT the Victoria Manor Operations Report to Committee of Management, March 2017, provided by Sienna Senior Living, be received for information.

CARRIED**9. CLOSED SESSION****VMCM2017-042****Moved By** Councillor Seymour-Fagan**Seconded By** Councillor Pollard

RESOLVED THAT the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, April 24, 2017

Closed Session Agenda and that are permitted to be discussed in a session closed to the public pursuant to Section 239(2) of the Municipal Act, S.O. 2001. S.25

CARRIED

10. MATTERS FROM CLOSED SESSION

None

11. OTHER NEW BUSINESS

None

12. NEXT MEETING

May 15, 2017, Victoria Manor Boardroom, commencing at 9:30 a.m.

13. ADJOURNMENT

VMCM2017-046

Moved By Councillor Pollard

Seconded By Councillor Seymour-Fagan

RESOLVED THAT the Victoria Manor Committee of Management Meeting adjourn at 10:13 a.m.

CARRIED

The Corporation Of The City Of Kawartha Lakes
Human Services Department, Victoria Manor
Memorandum

To: Victoria Manor Committee of Management
From: Pamela Kulas, Administrator
Date: June 19, 2017
Re: Closure of Internal Smoking Room – Vaga House

Background:

In 2006, a controlled, ventilated smoking room was approved and constructed in Vaga house to accommodate eleven residents who smoke. It was anticipated that a ventilated smoking room in the home would increase the number of residents wanting to move in. Over the past 5 years there has been a significant decline in the number of residents who require a controlled smoking area.

Rationale:

The costs associated with maintaining ventilation and automatic door systems are in excess of \$16,000 annually. All home areas but Vaga house has a small area available to provide residents with a quiet location to eat if unable to eat in the main dining room.

In July 2016 a location outside the home was designated to erect a smoking shelter structure that met all smoking regulations and by-laws. As of June 1, 2017, one resident is able to safely smoke.

Given the significant reduction in the number of residents who smoke, approval has been obtained from Resident's Council and the Ministry of Health and Long Term Care to renovate and convert the internal smoking room located in Vaga House into a quiet sitting room for all Vaga residents to enjoy.

Proposed resolution:

Resolved that the June 19, 2017 memorandum dated regarding the closure of the internal smoking room in Vaga house be received.

The Corporation Of The City Of Kawartha Lakes
Human Services Department, Victoria Manor
Memorandum

To: Victoria Manor Committee of Management
From: Pamela Kulas, Administrator
Date: June 19, 2017
Re: Inspection Report –LTC Home Accommodation Charge
Changes Effective July 1, 2017

Attached is communication from the Ministry of Health regarding LTC Home Accommodation Charge Changes Effective July 1, 2017.

Proposed resolution:

Resolved that the memorandum to the Victoria Committee of Management from Pamela Kulas, Administrator dated May 24, 2017 regarding LTC Home Accommodation Charge Changes Effective July 1, 2017 be received as information.

Bulletin to Residents of Long-Term Care Homes: Important News Regarding Long-Term Care Home Accommodations Charges

Ministry of Health
and Long-Term Care

MAY 2017

Renseignements aussi
disponibles en français

Basic Accommodation Rates

On July 1, 2017, the co-payment that residents pay for basic accommodation in long-term care (LTC) homes **will increase by \$0.83 per day from \$58.99 per day to \$59.82 per day**, consistent with recent inflationary increases. This will help cover the rising costs of meals and accommodation.

Preferred Accommodation Rates

The maximum charges will also be increasing for residents admitted to newer preferred accommodation beds **on or after July 1, 2017**. The premium charged for semi-private accommodation will increase by \$0.17 from \$12.13 to \$12.30 per day, and the premium for private accommodation will increase by \$0.35 from \$25.28 to \$25.63 per day.

The table below provides the new rates that will apply as of July 1, 2017 to all types of accommodation based on a residents' date of admission to the bed.

Type of Accommodation	Daily Rate	Monthly
Long-Stay Resident:		
Basic	\$59.82	\$1,819.53
Semi-Private		
Residents admitted to newer beds on or after July 1, 2015.	\$72.12	\$2,193.65
Residents admitted to newer beds on or after September 1, 2014, but prior to July 1, 2015.	\$71.09	\$2,162.32
Residents admitted to newer beds on or after July 1, 2013, but prior to September 1, 2014.	\$70.07	\$2,131.30
Residents admitted to newer beds on or after July 1, 2012, but prior to July 1, 2013.	\$69.04	\$2,099.97
Residents occupying older beds, or residents admitted to newer beds prior to July 1, 2012.	\$68.02	\$2,068.94
<i>Continued...</i>		

Private

Residents admitted to newer beds on or after July 1, 2015.	\$85.45	\$2,599.11
Residents admitted to newer beds on or after September 1, 2014, but prior to July 1, 2015.	\$83.66	\$2,544.66
Residents admitted to newer beds on or after July 1, 2013, but prior to September 1, 2014.	\$81.86	\$2,489.91
Residents admitted to newer beds on or after July 1, 2012, but prior to July 1, 2013.	\$80.07	\$2,435.47
Residents occupying older beds, or residents admitted to newer beds prior to July 1, 2012.	\$78.27	\$2,380.72

Short-Stay Resident (Respite Bed)

\$38.72 N/A

NOTE: “Newer beds” – beds classified as “NEW” or “A” according to ministry design standards

“Older beds” – beds classified as “B”, “C”, “Upgraded D” or “D” according to ministry design standards

Effective from July 1, 2017, the basic accommodation rate is determined using the following formula:

- 2016 basic accommodation rate x (1 + CPI Rate) = 2017 co-payment rate.
[i.e., \$58.99 x (1+1.4%) = \$59.82]
- The monthly rate is determined by multiplying the daily rate by 30.4167.
[i.e., \$59.82 x 30.4167 = \$1,819.53]

If you have requested a transfer from your current accommodation into a preferred accommodation bed, please call the LTC home administrator to confirm the rate that you will be required to pay. Preferred rates for semi-private and private accommodation in your current LTC home or in another LTC home may be different if you are offered a bed on or after July 1, 2017.

If you are currently paying less than \$58.99 per day because you are receiving a reduction in the basic co-payment, known as a “Rate Reduction”, **then you should reapply for a rate reduction** as the current rate reduction expires on June 30, 2017. Staff at your LTC home will provide you with the application form and will help you to submit your application to the Ministry of Health and Long-Term Care.

For more information on co-payment rates or the changes to the rate reduction application process, please speak with your home’s Administrator. Should you have any additional questions, please contact: LTC Homes Action Line at **1-866-434-0144**



April 2017 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: May 15, 2017
Information for the Month of: April 2017

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings

February 2017

	Current Month	Year-to-Date								
	Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days	4,424		4,578		(154)	9,422		9,647		(225)
Occupancy %	95.18%		98.5%		-3.3%	96.2%		98.5%		(2.3%)
Nursing Envelope Funds	482,487	109.06	480,936	105.05	1,552	1,009,201	107.11	1,009,771	104.67	(569)
Nursing Expenses	496,792	112.29	531,861	116.17	35,070	1,058,270	112.32	1,119,668	116.06	61,398
Net Nursing Envelope	(14,304)	(3.23)	(50,926)	(11.12)	36,622	(49,068)	(5.21)	(109,897)	(11.39)	60,829
Program Envelope Funds	54,046	12.22	54,900	11.99	(854)	113,759	12.07	114,502	11.87	(743)
Program Expenses	53,874	12.18	52,975	11.57	(899)	109,757	11.65	109,869	11.39	112
Net Program Envelope	172	0.04	1,925	0.42	(1,753)	4,002	0.42	4,633	0.48	(631)
Food Envelope Funds	39,276	8.88	39,276	8.58	-	82,759	8.78	82,759	8.58	-
Food Expenses	40,518	9.16	39,276	8.58	(1,242)	84,552	8.97	82,759	8.58	(1,793)
Net Food Envelope	(1,242)	(0.28)	-	-	1,242	(1,793)	(0.19)	-	-	1,793
Accommodation Revenue	297,316	67.21	287,934	62.89	9,383	619,158	65.71	606,692	62.89	12,466

Accommodation Expenses										
Dietary Expenses	82,585	18.67	82,558	18.03	(27)	172,380	18.30	172,991	17.93	610
Housekeeping Expenses	35,870	8.11	34,969	7.64	(901)	76,648	8.13	73,201	7.59	(3,447)
Laundry Expenses	19,303	4.36	14,746	3.22	(4,557)	36,063	3.83	30,818	3.19	(5,245)
Maintenance Expenses	46,724	10.56	39,602	8.65	(7,121)	98,570	10.46	80,342	8.33	(18,227)
Administration Expenses	42,026	9.50	42,838	9.36	812	87,705	9.31	90,903	9.42	3,198
Facility Expenses	66,872	15.12	89,826	19.62	22,954	177,681	18.86	184,100	19.08	6,419
Accommodation Expenses	293,380	66.32	304,540	66.52	11,160	649,046	68.89	632,354	65.55	(16,691)
Other Accommodation - NOI										
Over/Under Adjustment	(15,374)	(3.48)	(49,001)	(10.70)	-	(46,859)	(4.97)	(105,264)	(10.91)	-
Net Operating Income	(11,438)	(2.59)	(65,607)	(14.33)	54,169	(76,746)	(8.15)	(130,927)	(13.57)	54,180
Capital Reserve	(55,037)	(12)	(26,761)	(6)	(28,276)	(67,660)	(7)	(53,522)	(6)	(14,138)
Net Income (Loss)	(66,475)	(15.03)	(92,368)	(20.18)	25,893	(144,406)	(15.33)	(184,449)	(19.12)	40,043

Variance Explanations
February 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	482,487	480,936	1,552	1,009,201	1,009,771	(569)
MTD Nursing Revenue is favorable (\$2K) due to higher pay equity (\$2K) and higher HIN claims (\$1K); offset by lower BSO (\$2K).						
YTD Nursing Revenue in line with budget.						

NURSING EXPENSES - DIRECT	455,330	481,181	25,850	972,849	1,010,587	37,738
<p>MTD Direct wages are favorable (\$26K) due to lower RN wages (\$10K), lower RPN wages (\$1K), lower PSW wages (\$1K) , lower benefits (\$3K), lower BSO wages (\$2K) and lower RN and RPN Agency (\$8K).</p> <p>YTD direct wages are favorable (\$38K) mainly due to lower RN wages (\$13K), lower BSO wages (\$\$6K) and lower RN and RPN Agency (\$17K).</p>						

NURSING EXPENSES - ADMIN	41,461	50,681	9,220	85,421	109,081	23,660
<p>MTD Nursing Admin expenses are favorable (\$9K) mainly due to lower incontinent supplies (\$7K), medical supplies (\$5K), unused purchased services budget (\$2K) offset by higher equipment expenses (\$4K).</p> <p>YTD Nursing Admin expenses are favorable (\$25K) mainly due to lower incontinence supplies (\$12K), medical supplies (\$9K), lower staff education (\$4K), and lower purchased services (\$2K), offset partly by higher equipment expenses (\$2K).</p>						

PROGRAM REVENUE	54,046	54,900	(854)	113,759	114,502	(743)
Program revenue is in line with budget.						

PROGRAM EXPENSES	53,874	52,975	(899)	109,757	109,869	112
Program expenses are in line with budget.						

FOOD REVENUE	39,276	39,276	-	82,759	82,759	-
Food revenue is in line with budget.						

FOOD EXPENSES						
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	40,518	39,276	(1,242)	84,552	82,759	(1,793)
<p>MTD Food expenses are slightly unfavorable (\$1K).</p> <p>YTD Food expenses are overspending (\$2K).</p>						

ACCOMMODATION REVENUE	297,316	287,934	9,383	619,158	606,692	12,466
<p>MTD Accommodations Revenue is favorable (\$9K) mainly due to higher preferred private revenues (\$7K) and higher pay equity funding (\$1K), unbudgeted vendor rebate (\$4K) offset partly by lower accreditation funding (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$12K) mainly due to higher preferred private revenues (\$10K) and higher pay equity funding (\$1K).</p>						

DIETARY EXPENSES	82,585	82,558	(27)	172,380	172,991	610
<p>Dietary expenses are in line with budget.</p>						

HOUSEKEEPING EXPENSES	35,870	34,969	(901)	76,648	73,201	(3,447)
<p>MTD Housekeeping expenses are unfavorable (\$1K) due to higher chemical and cleaning supplies (\$1K).</p> <p>YTD Housekeeping expenses are unfavorable (\$3K) due to higher wages and benefits (\$2K) and higher chemical and cleaning supplies (\$2K) offset partly by lower equipment expenses (\$1K).</p>						

LAUNDRY EXPENSES	19,303	14,746	(4,557)	36,063	30,818	(5,245)
<p>Laundry expenses are unfavorable (\$5K) mainly due to higher wages (\$1K), higher bedding and linen (2K) and higher equipment expenses (\$1K).</p> <p>YTD Laundry expenses are unfavorable (\$5K) due to higher wages (\$2K), higher bedding and linen (\$1K) and higher equipment expenses (\$2K).</p>						

MAINTENANCE EXPENSES	46,724	39,602	(7,121)	98,570	80,342	(18,227)
Maintenance expenses are unfavorable (\$7K) mainly due to higher Plumbing repairs (\$11K) and higher HVAC (\$6K) offset partly by lower landscaping (\$9K).						
YTD Maintenance expenses are unfavorable (\$18K) mainly due to higher plumbing repairs (\$18K).						

ADMINISTRATION EXPENSES	42,026	42,838	812	87,705	90,903	3,198
MTD Admin expenses are in line with budget.						
YTD Admin expenses are favorable (\$3K) mainly due to lower wages-agency (\$6k), office equipment lease (\$7K) and professional fees (\$7K); these are offset by computer expenses higher than budget (\$9K) and higher Bad Debt expenses (\$7K).						

FACILITY EXPENSES	66,872	89,826	22,954	177,681	184,100	6,419
MTD Facility expenses are favorable (\$23K) mainly due to lower hydro (\$21K) and lower management fees (\$3K) offset partly by higher than budget gas (\$2K).						
YTD facility expenses are favorable (\$6K), mainly due to lower hydro (\$6K), lower water (\$2K) and lower management fees (\$3K) offset partly by higher gas (\$5K)						

CAPITAL PURCHASES	17,915	10,118	(7,797)	35,773	20,236	(15,537)
Capital Purchases include: VM17-09 for Automatic Door (\$4K) and EA# VM17-04 for Common area furniture (\$14K).						

VICTORIA MANOR

Executive Summary Statement of Earnings
March 2017

		Current Month					Year-to-Date				
		Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days		4,935		5,069		(134)	14,357		14,716		(359)
Occupancy %		95.90%		98.5%		-2.6%	96.1%		98.5%		(2.4%)
Nursing Envelope Funds		528,575	107.11	528,835	104.33	(260)	1,537,777	107.11	1,538,605	104.55	(829)
Nursing Expenses		533,924	108.19	564,750	111.42	30,826	1,592,194	110.90	1,684,418	114.46	92,224
Net Nursing Envelope		(5,349)	(1.08)	(35,915)	(7.09)	30,566	(54,417)	(3.79)	(145,812)	(9.91)	91,395
Program Envelope Funds		60,678	12.30	59,602	11.76	1,076	174,438	12.15	174,104	11.83	333
Program Expenses		58,119	11.78	55,979	11.04	(2,140)	167,876	11.69	165,848	11.27	(2,028)
Net Program Envelope		2,559	0.52	3,623	0.71	(1,064)	6,561	0.46	8,256	0.56	(1,695)
Food Envelope Funds		43,484	8.81	43,484	8.58	-	126,243	8.79	126,243	8.58	-
Food Expenses			9.06		8.58			9.00	126,243	8.58	

	44,721		43,484		(1,237)	129,272				(3,029)
Net Food Envelope	(1,237)	(0.25)	-	-	1,237	(3,029)	(0.21)	-	-	3,029
Accomodation Revenue	338,635	68.62	318,758	62.89	19,877	957,793	66.71	925,450	62.89	32,343
Accommodation Expenses										
Dietary Expenses	90,255	18.29	86,856	17.14	(3,399)	262,636	18.29	259,847	17.66	(2,789)
Housekeeping Expenses	37,518	7.60	36,677	7.24	(841)	114,166	7.95	109,878	7.47	(4,288)
Laundry Expenses	16,333	3.31	15,444	3.05	(889)	52,396	3.65	46,262	3.14	(6,134)
Maintenance Expenses	43,889	8.89	46,650	9.20	2,761	142,458	9.92	126,992	8.63	(15,466)
Administration Expenses	50,271	10.19	45,333	8.94	(4,938)	137,976	9.61	136,236	9.26	(1,740)
Facility Expenses	98,086	19.88	93,384	18.42	(4,702)	275,767	19.21	277,484	18.86	1,717
Accommodation Expenses	336,353	68.16	324,345	63.99	(12,008)	985,399	68.64	956,699	65.01	(28,700)
Other Accomodation - NOI	2,282	0.46	(5,587)	(1.10)	7,869	(27,605)	(1.92)	(31,249)	(2.12)	3,644
Over/Under Adjustment	(4,027)	(0.82)	(32,292)	(6.37)	-	(50,886)	(3.54)	(137,556)	(9.35)	-
Net Operating Income	(1,745)	(0.35)	(37,878)	(7.47)	36,133	(78,491)	(5.47)	(168,805)	(11.47)	90,314
Capital Reserve										-

	(12,623)	(3)	(26,761)	(5)	14,138	(80,283)	(6)	(80,283)	(5)	
Net Income (Loss)	(14,368)	(2.91)	(64,639)	(12.75)	50,271	(158,774)	(11.06)	(249,088)	(16.93)	90,314

VICTORIA MANOR

Variance Explanations
March 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	528,575	528,835	(260)	1,537,777	1,538,605	(829)
MTD Nursing Revenue is in line with budget.						
YTD Nursing Revenue in line with budget.						
NURSING EXPENSES - DIRECT	495,565	510,350	14,785	1,468,414	1,520,937	52,523
MTD Direct wages are favorable (\$15K) due to lower RN wages (\$7K), lower benefits (\$4K), lower BSO wages (\$2K) and lower RN and RPN Agency (\$8K), lower RPN RAI (\$3K), offset by higher PSW wages (\$10K).						
YTD direct wages are favorable (\$53K) mainly due to lower RN wages (\$21K), lower BSO wages (\$\$8K) and lower RN and RPN Agency (\$25K).						
NURSING EXPENSES - ADMIN	38,359	54,400	16,041	123,780	163,481	39,701
MTD Nursing Admin expenses are favorable (\$16K) mainly due to lower incontinence supplies (\$7K), medical supplies (\$7K), unused purchased services budget (\$2K).						

YTD Nursing Admin expenses are favorable (\$40K) mainly due to lower incontinence supplies (\$19K), medical supplies (\$16K), lower staff education (\$4K), and unused purchased services budget (\$5K), offset partly by higher equipment expenses (\$2K) and higher Nursing Admin wages (\$2K).

PROGRAM REVENUE	60,678	59,602	1,076	174,438	174,104	333
Program revenue is Favorable (\$1K) due to higher physio funding.						

PROGRAM EXPENSES	58,119	55,979	(2,140)	167,876	165,848	(2,028)
MTD Program expenses are unfavorable (\$2K) due to higher wages (\$2K), higher physio and exercise expenses (\$1K), offset by lower supplies expenses (\$1K). YTD Program expenses are unfavorable (\$2K) due to higher wages and benefits (\$1K), higher equipment repairs and maintenance ((\$5K), offset by lower supplies expenses (\$4K).						

FOOD REVENUE	43,484	43,484	-	126,243	126,243	-
Food revenue is in line with budget.						

FOOD EXPENSES	44,721	43,484	(1,237)	129,272	126,243	(3,029)
MTD Food expenses are slightly unfavorable (\$1K). YTD Food expenses are overspending (\$3K).						

ACCOMMODATION REVENUE	338,635	318,758	19,877	957,793	925,450	32,343
MTD Accommodations Revenue is favorable (\$20K) mainly due to higher preferred private revenues (\$6K) and higher pay equity funding (\$1K), unbudgeted vendor rebate (\$16K), offset partly by lower accreditation funding (\$2K).						

YTD Accommodations Revenue is favorable (\$32K) mainly due to higher preferred private revenues (\$16K) and higher pay equity funding (\$2K), unbudgeted vendor rebates (\$20K), offset partly by lower accreditation funding (\$5K).

DIETARY EXPENSES	90,255	86,856	(3,399)	262,636	259,847	(2,789)
MTD Dietary expenses are unfavorable (\$3K) due to higher wages and benefits (\$2K) and higher equipment repairs and maintenance (\$1K).						
YTD Dietary expenses are unfavorable (\$3K) due to higher wages and benefits (\$2K) and higher chemical and cleaning supplies (\$1K).						

HOUSEKEEPING EXPENSES	37,518	36,677	(841)	114,166	109,878	(4,288)
MTD Housekeeping expenses are in line with budget.						
YTD Housekeeping expenses are unfavorable (\$4K) due to higher wages and benefits (\$4K).						

LAUNDRY EXPENSES	16,333	15,444	(889)	52,396	46,262	(6,134)
MTD Laundry expenses are in line with budget.						
YTD Laundry expenses are unfavorable (\$6K) due to higher wages and benefits (\$4K), higher bedding and linen (\$1K) and higher equipment expenses (\$1K).						

MAINTENANCE EXPENSES	43,889	46,650	2,761	142,458	126,992	(15,466)
MTD Maintenance expenses are favorable (\$3K) mainly due to unused maintenance contracts budget ((\$6K), lower supplies expenses (\$1K), lower equipment expenses (\$1K), offset by higher Plumbing repairs (\$4K) and higher HVAC expenses (\$2K).						
YTD Maintenance expenses are unfavorable (\$15K) mainly due to higher wages (\$3K), plumbing repairs (\$22K), HVAC expenses (\$11K); these are offset by lower landscaping and snow removal (\$8K), maintenance contracts (\$4), equipment expenses (\$3K), elevator expenses (\$2K), and supplies expenses (\$3K).						

ADMINISTRATION EXPENSES	50,271	45,333	(4,938)	137,976	136,236	(1,740)
<p>MTD Admin expenses are unfavorable (\$5K) due to higher professional fees (\$10K), higher supplies (\$1K), offset by lower wages (\$4K), lower office equipment expenses (\$1K).</p> <p>YTD Admin expenses are unfavorable (\$2K) mainly due to higher computer expenses (\$9K), higher Bad Debt expenses (\$7K), higher professional fees (\$3K), higher staff costs (\$2K) ; offset by unused wages-agency budget (\$9k), lower wages and benefits (\$1K), office equipment expenses (\$9K).</p>						

FACILITY EXPENSES	98,086	93,384	(4,702)	275,767	277,484	1,717
<p>MTD Facility expenses are unfavorable (\$5K) mainly due to higher gas expenses (\$5K).</p> <p>YTD facility expenses are favorable (\$2K), mainly due to lower hydro (\$5K), lower water (\$2K), lower waste removal (\$2K), and lower management fees (\$2K); offset by higher gas (\$10K).</p>						

CAPITAL PURCHASES	4,905	10,118	5,213	40,679	30,354	(10,325)
<p>Capital Purchases include: VM-17-08 New Tubs (\$3,358); VM-17-01 Power Supply to AC System for dining room (\$1,272); VM-17-04 Screen Blind for Elord living room (\$275)</p>						

Scorecard: Quality

- 1) Health Quality Ontario Quality Improvement Plan (QIP) 2017-18 signed and submitted March 31, 2017.
- 2) LTC: MOH Compliance Orders / Inspection Findings Summary:

Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
February 21, 2017 to March 3, 2017	Resident Quality Inspection	10 WN 6 VPC	Action plan in place

Scorecard: People

- 1) **Employee Engagement Survey**
 - Celebrated Administration Week

Sienna Support Services Updates

Sienna Partner Visits

- April 19th and 20th – Dietary and Environmental Partner
- April 20th – Quality & Informatics Partner and Clinical Partner
- April 24th – VP Operations

Projects, Location Events and other

- 12 Residents and staff attended a Toronto Blue Jay game on April 20th
- Over 50 volunteers were recognized during the Volunteer event. The theme of the event was Celebrity “Minute to Win It”. It was a wonderful event!

Long Term Care Update

1. Occupancy (data since last report):

Occupancy Report	Private	Semi	Basic	Short Stay	TOTAL
Admissions (+)	0	6	0	5	11
Departures (-)	0	8	0	5	13
Discounted Private or Semi – Private Beds (under 60%)	1	0	0	0	1

2. Regulatory visits i.e. MOL, Public Health:

Visitor	Date	Drivers and Actions
No visit		

3. Written Complaints Summary:

Compliant	Date	Outcomes
Glasses missing; Family member requesting personal health information shared; Compression stockings not always on resident	17-Apr-2017	Resolved
Concerns expressed from family member about the verbal abuse staff are subject to from a	19-Apr-2017	Resolved

resident. Family would like Mom to move rooms		
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4. Written Compliments Summary:

Compliment	Date	Outcomes
New employee sent an email praising the home for the wonderful orientation experience.	5-Apr-2017	Employees received STAR spot award
Team member demonstrating teamwork towards other team member on her own time	7-Apr-2017	Employees received STAR spot award
Volunteer event was spectacular! Celebrity Minute to Win it with many celebrities attending!	26-Apr-2017	
Staff gave HR, BSM flowers for coming in early to prepare breakfast for night staff	30-Apr-2017	

5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
Planning education on incident/accident reporting	Scheduled for May/June 2017	

6. Media Issues (as applicable):

Media Issues	Date	Outcomes
No issues noted		

7. Resident & Family Satisfaction Survey (as applicable):

Resident & Family Satisfaction Survey Scores	Date	Outcomes

8. Employee engagement updates:

Update	Date	Outcomes
Leadership team is utilizing Wildly Important Goals (WIG) methodology to focus on orientation and retention	Ongoing weekly	Quarter 1 Victoria Manor LTC QIP updated April 11, 2017
Home specific LTC Quality Improvement Plan includes implementation of performance appraisals, increasing membership in the QWL committee, planning one fun event each month,	Ongoing	

9. External vacancies and hires:

Position	PT External Vacancies	TPT External Vacancies	PT External Hires	TPT External Hires	Current Status
RN	1	0	0	0	Interviews in progress
RPN	0	0	0	0	All positions have been filled
PSW	0	0	10	0	All positions have been filled
Building Services	0	0	0	0	All positions have been filled
Dietary Aide	0	0	0	0	All positions have been filled
Life Enrichment	0	0	0	0	All positions have been filled
Reception	0	0	0	0	All positions have been filled

10. Any updates re Resident/Family Councils:

Council	Date	Outcomes/ Comments
Family Council held meeting	March, 2017	Satisfaction Survey results shared.

11. Any contract updates i.e. Pharmacy Services / TENA / etc.:

Contracts	Date	Outcomes/ Comments
Nothing to report		

12. List all outstanding building, legal / insurance claims issues:

Council	Date	Outcomes/ Comments
Nothing to report		

13. Capital Expenses:

Issue & date	Total Spent @ 04/30/17	Approved Budget
Heating & Cooling System 1 st floor dining rooms and serveries	\$8,242	\$ 22,500
HVAC Units		\$ 56,000
Ascom Telephone System	In progress	\$ 55,000
MacMillan Common Area Furniture	\$13,591.00	\$ 15,000
Resident Café Area	Plan submitted to MOHLTC for approval	\$ 6,000
Resident Room Furniture	Ordered	\$ 5,000
Dining Room Tables		\$ 2,500

Tub Rooms MacMillan/Elford	\$40,398	\$ 35,000
Automatic Door Openers – 1 st floor washrooms	\$4,019	\$ 3,000
Total 2017 Approved Capital		\$200,000
Total 2017 Remaining		\$133,750

14. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
2	12	0	2	1	

15. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
April 2nd	Code Red	Provided in class training
April 3 rd	Code Red	Provided in class training
April 4th @ 2:30am	Code Red	Provided in class training

- In-depth IMS training to be held May 31, 2017 with all registered staff.



May 2017 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: June 19, 2017
Information for the Month of: May 2017

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings
April 2017

		Current Month				Year-to-Date					
		Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days		4,881		4,905		(24)	19,238		19,621		(383)
Occupancy %		98.01%		98.5%		-0.5%	96.6%		98.5%		(1.9%)
Nursing Envelope Funds		537,223	110.06	535,314	109.13	1,909	2,075,000	107.86	2,073,920	105.70	1,080
Nursing Expenses		577,482	118.31	578,523	117.94	1,041	2,169,676	112.78	2,262,940	115.33	93,264
Net Nursing Envelope		(40,258)	(8.25)	(43,208)	(8.81)	2,950	(94,676)	(4.92)	(189,021)	(9.63)	94,345
Program Envelope Funds		59,092	12.11	58,972	12.02	120	233,530	12.14	233,077	11.88	453
Program Expenses		53,718	11.01	55,970	11.41	2,252	221,594	11.52	221,818	11.31	224
Net Program Envelope		5,374	1.10	3,002	0.61	2,372	11,935	0.62	11,258	0.57	677
Food Envelope Funds			8.62		8.58	-		8.75	168,324	8.58	-

	42,081		42,081			168,324				
Food Expenses	40,052	8.21	42,081	8.58	2,029	169,324	8.80	168,324	8.58	(1,000)
Net Food Envelope	2,029	0.42	-	-	(2,029)	(1,000)	(0.05)	-	-	1,000
Accommodation Revenue	315,064	64.55	308,483	62.89	6,581	1,272,858	66.16	1,233,933	62.89	38,924
Accommodation Expenses										
Dietary Expenses	91,809	18.81	87,704	17.88	(4,105)	354,444	18.42	347,551	17.71	(6,894)
Housekeeping Expenses	43,607	8.93	37,654	7.68	(5,953)	157,773	8.20	147,532	7.52	(10,241)
Laundry Expenses	17,179	3.52	15,834	3.23	(1,345)	69,575	3.62	62,095	3.16	(7,479)
Maintenance Expenses	30,783	6.31	32,122	6.55	1,339	173,241	9.01	159,115	8.11	(14,127)
Administration Expenses	34,232	7.01	44,446	9.06	10,214	172,208	8.95	180,682	9.21	8,474
Facility Expenses	85,412	17.50	92,198	18.80	6,786	361,179	18.77	369,682	18.84	8,503
Accommodation Expenses	303,022	62.08	309,958	63.19	6,936	1,288,421	66.97	1,266,657	64.56	(21,763)
Other Accommodation - NOI	12,042	2.47	(1,475)	(0.30)	13,517	(15,563)	(0.81)	(32,724)	(1.67)	17,161
Over/Under Adjustment	(32,855)	(6.73)	(40,206)	(8.20)	-	(83,741)	(4.35)	(177,762)	(9.06)	-
Net Operating Income										111,182

	(20,813)	(4.26)	(41,681)	(8.50)	20,868	(99,304)	(5.16)	(210,486)	(10.73)	
Capital Reserve	(12,623)	(3)	(26,761)	(5)	14,138	(92,906)	(5)	(107,044)	(5)	14,138
Net Income (Loss)	(33,436)	(6.85)	(68,442)	(13.95)	35,006	(192,209)	(9.99)	(317,530)	(16.18)	125,320

VICTORIA MANOR

Variance Explanations

April 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	537,223	535,314	1,909	2,075,000	2,073,920	1,080
MTD Nursing Revenue is favorable (\$2K) due to high wage cost transition funding received not included in budget (\$2K).						
YTD Nursing Revenue is favorable (\$1K) due to monthly high wage cost transition funding received from MOH not included in budget (\$10K), offset by lower BSO funding (\$9K).						
NURSING EXPENSES - DIRECT	538,722	525,362	(13,360)	2,007,135	2,046,299	39,163
MTD Direct wages are unfavorable (\$13K) due to higher PSW wages (\$22K), higher MDS RAI wages (\$1K), and higher benefits (\$2K), offset by lower RN wages (\$3K), lower RPN wages (\$2K) and lower RN and RPN Agency (\$7K), lower BSO wages (\$1K).						
YTD direct wages are favorable (\$39K) mainly due to lower RN wages (\$23K), lower RPN wages (\$1K), lower BSO wages (\$9K), lower MDS RAI wages (\$4K), lower benefits (\$14K), and lower RN and RPN Agency (\$32K), offset by higher PSW wages (\$44K).						

NURSING EXPENSES - ADMIN	38,760	53,160	14,400	162,540	216,641	54,101
<p>MTD Nursing Admin expenses are favorable (\$14K) mainly due to lower incontinence supplies \$7K), lower medical supplies (\$8K), lower purchased services budget (\$2K), offset by higher wages and benefits (\$3K).</p> <p>YTD Nursing Admin expenses are favorable (\$54K) mainly due to lower incontinence supplies (\$26K), medical supplies (\$24K), lower staff education (\$4K), and lower purchased services (\$7K), offset partly by higher equipment expenses (\$2K) and higher wages and benefits (\$5K).</p>						
PROGRAM REVENUE	59,092	58,972	120	233,530	233,077	453
Program revenue is in line with budget.						
PROGRAM EXPENSES	53,718	55,970	2,252	221,594	221,818	224
<p>MTD Program expenses are favorable (\$2K) mainly due to lower physio and exercise expenses (\$1K) and lower supplies expenses (\$1K).</p> <p>YTD Program expenses are in line with budget.</p>						
FOOD REVENUE	42,081	42,081	-	168,324	168,324	-
Food revenue is in line with budget.						
FOOD EXPENSES	40,052	42,081	2,029	169,324	168,324	(1,000)
<p>MTD Food expenses are favorable (\$2K).</p> <p>YTD Food expenses are overspending (\$1K).</p>						
ACCOMMODATION REVENUE			6,581			38,924

	315,064	308,483		1,272,858	1,233,933	
<p>MTD Accommodations Revenue is favorable (\$7K) mainly due to higher preferred private revenues (\$7K) and high wage cost transition funding received not budgeted (\$1K), offset by accreditation funding budgeted but not received (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$39K) mainly due to higher preferred private revenues (\$23K) and higher wage cost transition funding received not budgeted (\$3K), higher vendor rebates (\$20K), offset partly by accreditation funding budgeted but not received (\$7K).</p>						

DIETARY EXPENSES	91,809	87,704	(4,105)	354,444	347,551	(6,894)
<p>MTD Dietary expenses are unfavorable (\$4K) due to higher wages and benefits (\$6K), offset by lower equipment expenses (\$2K).</p> <p>YTD Dietary expenses are unfavorable (\$7K) due to higher wages and benefits (\$8K), offset by lower equipment expenses (\$2K).</p>						

HOUSEKEEPING EXPENSES	43,607	37,654	(5,953)	157,773	147,532	(10,241)
<p>MTD Housekeeping expenses are unfavorable (\$6K) mainly due to higher wages and benefits (\$5K) and higher chemical and cleaning supplies (\$1K).</p> <p>YTD Housekeeping expenses are unfavorable (\$10K) due to higher wages and benefits (\$8K) and higher chemical and cleaning supplies (\$2K).</p>						

LAUNDRY EXPENSES	17,179	15,834	(1,345)	69,575	62,095	(7,479)
<p>MTD Laundry expenses are unfavorable (\$1K) due to higher wages (\$1K).</p> <p>YTD Laundry expenses are unfavorable (\$7K) due to higher wages and benefits (\$6K), higher bedding and linen (\$1K) and higher equipment expenses (\$1K).</p>						

MAINTENANCE EXPENSES	30,783	32,122	1,339	173,241	159,115	(14,127)
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MTD Maintenance expenses are favorable (\$1K) mainly due to lower equipment expenses (\$2K), lower contracted expenses (\$1K), lower supplies expenses (\$1K), lower building repairs (\$1K), offset by higher wages and benefits (\$4K).

YTD Maintenance expenses are unfavorable (\$14K) mainly due to higher wages and benefits (\$8K), plumbing repairs (\$22K), HVAC expenses (\$9K); generator expenses (\$1K); these are offset by lower building repairs (\$1K), lower elevator expenses (\$3K), lower equipment expenses (\$5K), lower landscaping expenses (\$8K), lower maintenance contracts (\$4K), and lower supplies expenses (\$4K).

ADMINISTRATION EXPENSES	34,232	44,446	10,214	172,208	180,682	8,474
<p>MTD Admin expenses are favorable (\$10K) due to lower wages and benefits (\$1K), lower wages-agency (\$3K), lower office equipment expenses (\$3K), lower professional fees (\$8K), lower staff costs (\$1K), offset by higher bad debts expenses (\$1K), higher purchased services (\$5K).</p> <p>YTD Admin expenses are favorable (\$8K) mainly due to lower wages and benefits (\$2K), lower wages-agency (\$12K), lower association fees (\$1K), lower equipment expenses (\$12K), lower professional fees (\$4K), lower promotion (\$1K), offset by Bad Debt expenses (\$8K), higher computer repairs (\$9K), higher purchased services (\$7K), and higher staff costs (\$1K).</p>						

FACILITY EXPENSES	85,412	92,198	6,786	361,179	369,682	8,503
<p>MTD Facility expenses are favorable (\$7K) mainly due to lower hydro expenses (\$10K) and lower water expenses (\$1K), offset by higher gas expenses (\$4K).</p> <p>YTD facility expenses are favorable (\$9K), due to lower hydro (\$16K), lower water (\$3K), lower waste removal (\$2K), and lower management fees (\$1K); offset by higher gas (\$14K).</p>						

CAPITAL PURCHASES				202,043	40,472	(161,571)
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<p>Capital Purchases include: EA# VM17-08 for Flooring (\$10K) and EA# VM17-01 for replacement of fridge condensing unit (\$8K). VM17-09 for Automatic Door (\$4K) and EA# VM17-04 for Common area furniture (\$14K). 17-08 New Tubs (\$3,358); VM-17-01 Power Supply to AC System for dining room (\$1,272); VM-17-04 Screen Blind for Elord living room (\$275). VM-16-01 Installation of HVAC System \$133,942; VM-17-08 Tub Room phase 4 \$27,423.30.</p>	VM-
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Scorecard: Quality

1) Health Quality Ontario Quality Improvement Plan (QIP) 2017-18 signed and submitted March 31, 2017.

Indicator	Current Performance	Target
Reduce transfers to Emergency department	39.81	37.00
Improve Resident Satisfaction	89.00	89.00
Reduce Antipsychotic medications	25.43	24.00
Reduce stage 2-4 pressure ulcers	4.82	4.50
Reduce the number of falls	24.69	23.00
Reduce the number of restraints	3.15	3.10

2) LTC: MOH Compliance Orders / Inspection Findings Summary:

Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
May 23, 2017 to June 2, 2017	Follow Up Visit	Waiting on report	

Scorecard: People

1) Employee Engagement Survey

- Celebrated Nursing Week
- Celebrated PSW Week
- Victoria Manor Long Term Care Quality Improvement Plan (QIP)
 - Action plan in place to address three phases of onboarding
 - General Orientation – general orientation was revised based on feedback from team members. Action plan target of May 31, 2017 was met.
 - Department Specific Orientation – Action plan being developed by the leadership team in June 2017 using feedback from team members. Target for completion September 2017
 - Education to Educators – action plan will be developed in September. The goal is to provide education to all team members who will act as a mentor for new team members joining the organization

Sienna Support Services Updates

Sienna Partner Visits

- May 4th – Infection Prevention and Control Clinical Partner
- May 29th – Quality & Informatics Partner and Clinical Partner
- May 31st – VP Operations

Projects, Location Events and other

- 90 McHappy Meals were purchased to support McHappy day. The police chief tweeted to acknowledge the residents
- Falls Lead and a PSW attended a workshop on May 3 at Sienna Senior Living titles “Falls – We’ve Got This” to learn more about falls reduction
- Administrator and Director of Care attended a 2 day education session on White Belt Certification
- Incident Management System and Accident Incident Education was provided to all Registered Staff May 31

Long Term Care Update

1. Occupancy (data since last report):

Occupancy Report	Private	Semi	Basic	Short Stay	TOTAL
Admissions (+)	2	5	2	7	16
Departures (-)	2	2	3	5	12
Discounted Private or Semi – Private Beds (under 60%)	2	0	0	0	2

2. Regulatory visits i.e. MOL, Public Health:

Visitor	Date	Drivers and Actions
No visit		

3. Written Complaints Summary:

Compliant	Date	Outcomes
No written complaints in May		

4. Verbal Compliments Summary:

Compliment	Date	Outcomes
Condition of toe; floor isn't always clean and bed is not always made; wheelchair not always clean and foot rest is missing	May 2, 2017	Resolved
Concerns with bath, wake and medication times; concerns with smoking and not having access to a swipe card	May 4, 2017	Resolved

5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
Education was provided to all Registered staff on the Incident Management System and Accident/Incident Reporting and Investigating	May 31, 2017	All team members received a quiz. Positive feedback from participants
Education planned on Accident/Incident Reporting	June 6 and 7, 2017	

6. Media Issues (as applicable):

Media Issues	Date	Outcomes
No issues noted		

7. Resident & Family Satisfaction Survey (as applicable):

Resident & Family Satisfaction Survey Scores	Date	Outcomes

8. Employee engagement updates:

Update	Date	Outcomes
General orientation WIG completed. 3 day home specific onboarding schedule complete.	May 31, 2017	Implementation set for June 1, 2017

9. External vacancies and hires:

Position	PT External Vacancies	TPT External Vacancies	PT External Hires	TPT External Hires	Current Status
RN	0	0	1	0	All positions have been filled
RPN	0	0	0	1	All positions have been filled
PSW	2	0	0	0	Interviews booked
Building Services	0	0	0	0	All positions have been filled
Dietary Aide	1	1	0	1	Interviews booked
Life Enrichment	0	0	1	0	All positions have been filled
Reception	0	0	0	1	All positions have been filled

10. Any updates re Resident/Family Councils:

Council	Date	Outcomes/ Comments
Family Council has decided that they will no longer run the T42 Café due to lack of business. The council has agreed to continue to monitor and	May 2017	Volunteer coordinator will assume the responsibility for the T42 Café

support the running of the beverage machine		
Family Council will continue to meet quarterly as per Family Council Terms of Reference	Quarterly	

11. Any contract updates i.e. Pharmacy Services / TENA / etc.:

Contracts	Date	Outcomes/ Comments
Nothing to report		

12. List all outstanding building, legal / insurance claims issues:

Council	Date	Outcomes/ Comments
Nothing to report		

13. Capital Expenses:

Issue & date	Total Spent @ 05/31/17	Approved Budget
Heating & Cooling System 1 st floor dining rooms and serveries	\$31,687.49	\$ 22,500
HVAC Units		\$ 56,000
Ascom Telephone System	In progress target for completion June 30, 2017	\$ 55,000
MacMillan Common Area Furniture	\$13,591.00	\$ 15,000
Resident Café Area	Planning in progress	\$ 6,000
Resident Room Furniture	\$4,376.98	\$ 5,000

Dining Room Tables	Project on hold	\$ 2,500
Tub Rooms MacMillan/Elford	\$40,398	\$ 35,000
Automatic Door Openers – 1 st floor washrooms	\$4,019	\$ 3,000
Total 2017 Approved Capital		\$200,000
Total 2017 Remaining		\$133,750

14. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
5	7	1	5	1	

15. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
17th @ 10:20 am ; 19th @ 3:45 pm ; 21 @ 4:34 am	Code Red	
May 5th @ 8:30 am ; May 11th @ 9pm ; May 11th @ 4am	Code Yellow	Locating data in the new manual was the focus of the exercises
May 30th @ 8:08 am, May 31st @11:25 pm, 30th @ 4.00 am	Code Grey	Locating data in the new manual was the focus of the exercises