

# **The Corporation of the City of Kawartha Lakes**

## **Agenda**

### **Victoria Manor Committee of Management Meeting**

**VMC2018-05**

**Monday, July 16, 2018**

**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.	<b>Call to Order</b>	
2.	<b>Adoption of Agenda</b>	
	That the agenda be adopted as circulated.	
3.	<b>Disclosures of Pecuniary Interest</b>	
4.	<b>Deputations and Presentations</b>	
	None	
5.	<b>Approval of the Minutes of the Previous Meeting</b>	
5.1	Minutes from May 14, 2018.	
	Deferred to the next meeting.	
5.2	Minutes from June 18, 2018	
	Deferred to the next meeting.	
6.	<b>Business Arising from Previous Meetings</b>	
	None	
7.	<b>Correspondence</b>	
	None	
8.	<b>Reports</b>	
8.1	Victoria Manor Operations Report to Committee of Management, June 2018	4 - 9
	That the Victoria Manor Operations Report to Committee of Management, June 2018, provided by Sienna Senior Living, be received for information.	
8.2	VMC 2018-10 Additional Registered Nurses in Long-Term Care Home Sector	10 - 15
	That the Additional Registered Nurses in Long-Term Care Home Sector report, be received for information.	

**9. Closed Session**

**That** the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, July 16, 2018 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

**10. Matters from Closed Session**

None

**11. Other New Business**

None

**12. Next Meeting**

September 10, 2018, Victoria Manor Boardroom, commencing at 9:30 a.m.

**13. Adjournment**

**That** the Victoria Manor Committee of Management Meeting adjourn at 10:15 a.m.



# **June 2018 Victoria Manor Operations Report to Committee of Management**

## **Non-Confidential Report**

**Submission Date: July 16, 2018**

**Information for the Month of: June 2018**

## Financials

**Table 1: Victoria Manor Executive Summary Statement of Earnings: May 2018**

	<b>Current Month Actual</b>	<b>Current Month Budget</b>	<b>Current Month Variance</b>	<b>Year-to- Date Actual</b>	<b>Year-to- Date Budget</b>	<b>Year-to- Date Variance</b>
Resident Days	5,067	5,069	(2)	24,415	24,690	(275)
Occupancy %	98.46%	98.5%	0.0%	97.4%	98.5%	(1.1%)
Nursing Envelope Funds	574,296	569,991	4,306	2,757,352	2,738,466	18,886
Nursing Expenses	631,715	622,484	(9,232)	3,103,820	2,969,129	(134,691)
<b>Net Nursing Envelope</b>	<b>(57,419)</b>	<b>(52,493)</b>	<b>(4,926)</b>	<b>(346,467)</b>	<b>(230,663)</b>	<b>(115,804)</b>
Program Envelope Funds	62,684	62,353	331	300,349	301,686	(1,337)
Program Expenses	61,779	57,336	(4,443)	285,766	278,337	(7,429)
<b>Net Program Envelope</b>	<b>906</b>	<b>5,017</b>	<b>(4,112)</b>	<b>14,583</b>	<b>23,349</b>	<b>(8,766)</b>
Food Envelope Funds	46,314	46,314	-	225,594	225,594	-
Food Expenses	49,406	46,314	(3,092)	225,807	225,594	(213)
<b>Net Food Envelope</b>	<b>(3,092)</b>	<b>-</b>	<b>(3,092)</b>	<b>(213)</b>	<b>-</b>	<b>(213)</b>
<b>Accommodation Revenue</b>	<b>341,588</b>	<b>331,005</b>	<b>10,583</b>	<b>1,651,579</b>	<b>1,612,408</b>	<b>39,171</b>
<b>Accommodation Expenses</b>						
Dietary Expenses	95,377	92,744	(2,633)	471,131	446,027	(25,104)
Housekeeping Expenses	44,381	41,796	(2,585)	215,184	200,855	(14,328)
Laundry Expenses	17,891	17,804	(87)	80,641	87,747	7,106
Maintenance Expenses	32,927	44,555	11,628	187,653	218,664	31,010
Administration Expenses	14,471	42,889	28,418	182,023	209,633	27,610

	<b>Current Month Actual</b>	<b>Current Month Budget</b>	<b>Current Month Variance</b>	<b>Year-to- Date Actual</b>	<b>Year-to- Date Budget</b>	<b>Year-to- Date Variance</b>
Facility Expenses	80,330	72,826	(7,504)	402,489	459,248	56,759
<b>Accommodation Expenses</b>	<b>285,379</b>	<b>312,615</b>	<b>27,236</b>	<b>1,539,121</b>	<b>1,622,174</b>	<b>83,053</b>
<b>Other Accommodation - NOI</b>	<b>56,209</b>	<b>18,390</b>	<b>37,819</b>	<b>112,458</b>	<b>(9,766)</b>	<b>122,223</b>
Over/Under Adjustment	(56,726)	(47,476)	(2,880)	(332,097)	(207,314)	-
<b>Net Operating Income</b>	<b>(517)</b>	<b>(29,086)</b>	<b>28,569</b>	<b>(219,639)</b>	<b>(217,079)</b>	<b>(2,559)</b>
Capital Reserve	(12,623)	(26,761)	14,138	(105,529)	(133,805)	28,276
<b>Net Income (Loss)</b>	<b>(13,140)</b>	<b>(55,847)</b>	<b>42,707</b>	<b>(325,167)</b>	<b>(350,884)</b>	<b>25,716</b>

## Variance Explanations

Nursing Revenue: Year-to-Date (YTD) Nursing revenue is favorable (\$19K) mainly due to higher Hi-Intensity claims revenue (\$34K), offset by lower BSO funding (\$16K).

Nursing Expenses – Direct: YTD Direct wages are unfavorable (\$66K) due to higher benefits (\$26K), higher agency wages (\$82K), higher PSW wages (\$27K), offset by lower RN wages (\$15K), lower RPN wages (\$27K), lower BSO (\$16K), lower PSW-HIN supplementary staffing (\$5K), and lower MDS-RAI (\$6K).

Nursing Expenses – Administration: YTD Nursing Admin expenses are unfavorable (\$69K) mainly due to higher wages (\$13K), higher benefits (\$9K), higher equipment expenses (\$11K), higher hi-intensity costs (\$38K), higher incontinence supplies (\$1K), higher medical supplies (\$14K), higher physician fees (\$2K), offset by lower computer expense (\$1K), lower staff cost (\$2K), and lower recovered costs (\$16K).

Program Expenses: YTD Program expenses are unfavorable (\$7K) due to higher wages (9K), higher benefits (\$2K), higher supplies (\$1K), offset by lower equipment expenses (\$1K), lower staff costs (\$1K), lower transportation cost (\$1K), and lower physio expenses (\$1K).

Accommodation Revenue: YTD Accommodations Revenue is favorable (\$39K) mainly due to higher preferred revenue (\$27K), higher vendor rebates (\$26K), offset by lower accreditation funding (\$8K), lower other revenue from foot care and haircare (\$2K), lower donation revenue (\$1K), and lower incontinence revenue (\$3K).

Dietary Expenses: YTD Dietary expenses are unfavorable (\$25K) due to higher wages (\$32K), higher equipment expenses (\$1K), offset by lower benefits (\$2K), lower dishes,

cutlery, and utensil expenses (\$3K), lower supplies (\$2K), and lower bedding and linen (\$2K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$14K) due to higher wages (\$15K), higher benefits (\$1K), offset by lower supplies (\$2K).

Laundry Expenses: YTD Laundry expenses are favorable (\$7K) mainly due to lower wages (\$1K), lower benefits (\$4K), lower equipment expenses (\$1K), lower bedding and linen (\$2K), offset by higher supplies (\$1K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$31K) due to lower benefits (\$2K), lower alarm (\$2K), lower building repair (\$1K), lower elevator expenses (\$2K), lower equipment expenses (\$4K), lower fire system (\$2K), lower generator expenses (\$4K), lower heating and air conditioning (\$9K), lower contracted services (\$4K), lower lighting (\$1K), lower plumbing (\$8K), lower supplies (\$3K), offset by higher wages (\$4K), higher electrical expenses (\$3K), and higher landscaping and snow removal (\$5K).

Facility Expenses: YTD Facility expenses are favorable (\$57K) due to lower management fees (\$9K), lower gas expenses (\$5K), lower hydro expenses (\$33K), lower water and sewage (\$8K), and lower waste removal (\$3K).

**Table 2: Year to Date Capital Expenses: May 2018**

<b>Capital Expense</b>	<b>Year-to-Date Expenses</b>	<b>Approved 2018 Budget</b>
VM18-01 Circulating Pipe Repairs	\$21,547	\$33,000
VM18-02 Kitchen Steamer and Soup Kettle Replacement	0	\$20,000
VM18-03 Resident Room Furniture Replacement	\$20,391.40	\$22,000
VM18-04 MacMillan Common Area Furniture	0	\$18,476
VM18-05 Hi Low Electric Beds	\$11,002.71	\$12,000
VM18-06 2 <sup>nd</sup> Servery Renovations	0	\$40,000
VM18-07 Blixer	0	\$6,000
<b>Totals</b>	<b>\$52,941.11</b>	<b>\$151,476.00</b>

## Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 4 (January to March 2018) results.

Indicator	2017 Q4 Current Performance	Target
Reduce transfers to Emergency department	26.94	37.00
Improve Resident Satisfaction	92.00	89.00
Reduce Antipsychotic medications	19.50	24.00
Reduce stage 2-4 pressure ulcers	4.90	4.50
Reduce the number of falls	14.2	23.00
Reduce the number of restraints	11.80	3.10

We will continue with action plan that was developed in March 2018 to address performance and meet targets.

### **Ministry of Health and Long-Term Care (MOHLTC) Compliance Orders /Inspection Findings Summary**

Annual Resident Quality Inspection completed March 5 to 9, March 12 to 16 and March 19 to 22. Awaiting public inspection report.

## **Scorecard: People**

### **Employee Engagement Survey**

- 9 team members were recognized by family members and peers through the Spot A Star program
- Long Term Care Quality Improvement Plan has been developed to address results. Action plan targets on track.
- Quality of Work-Life Committee hosted 2 events for team members in June. Wear Plaid for Dad day was held for all shifts on June 15<sup>th</sup> to raise awareness of prostate cancer. All men working on Father's Day was given a small tree seedling

### **Sienna Support Services Updates**

Sienna Partner Visits:

- June 18 – VP Operations
- June 11 and 22 – Quality Informatics Partner
- June 22 – Resident Care Partner



## **Projects, Location Events and Other**

- Annual Antique Car Show and Community Fun night held June 15<sup>th</sup>

## **Long Term Care Update**

### **Occupancy (data since last report)**

- 97.1% occupancy
- 2 Discounted Private or Semi-private beds (under 60%)
- 10 move ins and 9 discharges

### **Regulatory visits i.e. MOL, Public Health**

No regulatory inspections completed in June.

### **Written and Verbal Complaints Summary**

June 25, 2018 verbal complaint received from a family who felt that residents did not have enough access to the outdoors from 2<sup>nd</sup> floor. Complaint resolved.

### **Compliments Summary**

Nothing to report

### **Occupational Health and Safety Issues**

Nothing to report

### **Resident and Family Satisfaction Survey**

Each month a manager is attending resident council to provide residents with an update on their respective departments.

### **Resident/Family Council Updates**

Resident's Council and Family Council reviewed and approved the revised 2018 satisfaction survey questionnaire.

### **Emergency Preparedness and Environmental concerns**

Code Red fire drills held on June 21, 2018 days, June 10, 2018 evenings and June 30, 2018 nights.

**The Corporation of the City of Kawartha Lakes**

**Victoria Manor Committee of Management**

**Report VMC2018-10**

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**Meeting Date:** July 16, 2018

**Meeting Time:** 9:30 a.m.

**Meeting Place:** Victoria Manor Boardroom, 220 Angeline Street, S. Lindsay

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**Subject:** 2018/19 Additional Registered Nurses in Long-Term Care Home Sector

**Author Name and Title:** Pamela Kulas, Administrator

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**Recommendation(s):**

**Resolved That** Report VMC2018-10, "2018-19 Additional Registered Nurses in Long-Term Care Home Sector", be received.

  
\_\_\_\_\_  
Director

\_\_\_\_\_  
Other

**Background:**

Earlier this year the Ministry of Health and Long Term Care (MOHLTC) announced \$50M in funding to provide an additional Registered Nurse (RN) for every long-term care home in Ontario.

On May 18, 2018 the Central East Local Health Integration Network (CE LHIN) informed all long term care homes will use the additional funding to create and fill a net new RN full time equivalent position (Attachment A). This investment in specialized staffing resources is targeted to increase the long term care home's ability to provide supports to residents with growing complexity of needs and improve overall quality of care.

**Rationale:**

Victoria Manor will receive annualized base funding of \$106,000 starting July 1, 2018 (\$79,552 for the 2018/19 funding year). The funding for this additional position can only be used to support a new position in the home. It cannot fund an existing RN position.

Based on the needs of Victoria Manor, the funding will be used to recruit an additional full time equivalent Associate Director of Care (ADOC) with a Registered Nurse designation. Victoria Manor currently has one Director of Care and one ADOC.

An additional ADOC will provide leadership to support continuity of resident care services in accordance with quality management, legislative requirements and organizational standards. Any portion of the funds not used for the additional ADOC position can be used to supplement existing part time RN hours.

Unspent funds or funds not used for the intended and approved purposes are recovered by the MOHLTC.

**Financial Considerations:**

The annual base salary and benefits of the Associate Director of Care is approximately \$103,400. The funding is 100% provincially subsidised with no municipal cost share required.

As the position proceeds through the non-union salary grid, the salary and benefits will increase to approximately \$122,200 in four years (based on 2018 salary grid). If MOHLTC funding is not indexed to account for this increase, there will be some additional pressure on the Nursing funding envelope or additional municipal tax support may be required beyond the annualized funding level.

**Consultations:**

Sienna Senior Living

**Attachments:**

Attachment A: CE LHIN Letter



Attachment A  
CELHIN Letter Additic

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**Director: Rod Sutherland**  
**Phone: 705-324-9870 ext. 3206**  
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MAY 18 2018

SENT ELECTRONICALLY

Memorandum

**To:** All Long-Term Care Home Administrators  
**From:** Deborah Hammons, Chief Executive Officer  
Central East Local Health Integration Network  
**Re:** 2018/19 Additional Registered Nurses in Long-Term Care Home Sector

The Ministry of Health and Long-Term Care ("ministry") notified the Central East Local Health Integration Network (Central East LHIN) of the below funding increase.

The ministry will invest up to \$50,000,000 in the 2018/19 funding year, to hire an additional Registered Nurse (RN) in every Long-Term Care Home (LTCH). This is subject to the ministry receiving the necessary appropriations from the legislature.

LTCHs in the Central East LHIN will use the funding to create and fill a net new RN full-time equivalent (FTE) position. This investment in specialized staffing resources is targeted to increase LTCHs' ability to provide supports to residents with growing complexity of needs and to improve overall quality of care in the LTCH sector.

Effective July 1, 2018, each licensed LTCH will receive annualized base funding of \$106,000 (\$79,552 in the 2018/19 funding year) to create and fill a net new RN FTE position subject to the conditions outlined in **Appendix A** of this letter. Any remaining portion of the funding after hiring the net new RN FTE position may be used to supplement the direct care hours provided by existing direct care staff (e.g., to increase hours of care provided by a part-time RN). Your July 2018 monthly payment will be adjusted to reflect the new investment effective July 1, 2018.

CENTRAL EAST LHIN REFERENCE# 2018-19-AL\_1523

-2-

Furthermore, LTCHs will have a phase-in period of two years, starting from July 1, 2018, to create and fill this new RN FTE position. This phased staffing approach will provide LTCHs with greater flexibility in recruitment and facilitate an immediate impact on direct resident care hours. You are required to maintain financial records for this allocation. Unspent funds and funds not used for the intended and approved purposes are subject to recovery in accordance with the ministry's reconciliation and recovery policy.

Additionally, LTCHs are required to maintain appropriate records on how this additional funding was utilized to add a new RN FTE position. The records must indicate how the additional FTE is contributing to increase the hours of direct care provided to residents.

During the provincial election period, special protocols apply to communications. To comply with these protocols, we ask that you temporarily delay any public communication such as news releases, media events or social media posting related to the information contained in this funding letter until further notice. Please do not hesitate to contact Tunde Igli, Director, Finance and Risk Management, Health System Strategy, Integration, Planning and Performance at [Tunde.Igli@lhins.on.ca](mailto:Tunde.Igli@lhins.on.ca) about this matter. We look forward to your ongoing support and participation in this collaborative initiative.

If you have any questions, please contact Tunde Igli at [Tunde.Igli@lhins.on.ca](mailto:Tunde.Igli@lhins.on.ca) or (905) 427-5497, ext. 3231.

Sincerely,



Deborah Hammons  
Chief Executive Officer  
Central East Local Health Integration Network

Attachments: Appendix A – Funding Details

- c: Louis O'Brien, Board Chair, Central East Local Health Integration Network  
Stewart Sutley, Vice President, Health System Strategy, Integration, Planning and Performance  
Lisa Burden, Vice President, Home and Community Care  
Tunde Igli, Director, Finance and Risk Management  
Lisa Mizzi, Director, Home and Community Care, Patient Services

CENTRAL EAST LHIN REFERENCE# 2018-19-AL\_1523

## Appendix A - Funding Details

### Conditions of Funding for the annualized Registered Nurse funding of \$106,000

An annualized Registered Nurse (RN) funding of \$106,000 (\$79,552 in the 2018/19 funding year) will be provided to every licensed Long-Term Care Home (LTCH) effective July 1, 2018. The objective of this funding is to increase specialized care and the direct care hours provided to LTCH residents. This funding will be subject to the following terms and conditions:

- A. **Use of funding** – The new amount is to be used to create and fill a net new RN full-time equivalent (FTE) position. Any remaining portion of the funding after hiring the net new RN FTE position may be used to supplement the direct care hours provided by existing direct care staff (e.g., to increase hours of care provided by a part-time RN).
- B. **Phase-in Period** – LTCHs will have a phase-in period of two years, starting from July 1, 2018, to create and fill this new RN FTE position. During the phase-in period, LTCHs may use any portion of the funding that is not used to fund the new RN FTE position to support increases in direct resident care hours provided by existing direct care staff. This phased staffing approach will provide LTCHs with greater flexibility in recruitment and facilitate an immediate impact on direct resident care hours.
- C. **Documentation and Reporting** - LTCHs are required to maintain appropriate records to indicate how this additional funding has been utilized to add a new RN FTE position. The records must also indicate how the additional FTE is contributing to increase the hours of direct care provided to residents.

Furthermore, LTCHs are also required to complete the annual LTCHs Staffing Report, and include the additional FTEs related to this funding in the appropriate staffing categories.

Unspent funds, and funds not used for the intended and approved purposes, are subject to recovery in accordance with the ministry's reconciliation and recovery policy. Specific instructions regarding financial reporting will be provided as part of the 2018/19 Annual Report process.