

The Corporation of the City of Kawartha Lakes

Agenda

Victoria Manor Committee of Management Meeting

VMC2019-04

Monday, June 17, 2019

1:30 P.M.

Victoria Manor Boardroom

Victoria Manor, Second Floor

220 Angeline Street South, Lindsay, Ontario

Members:

Deputy Mayor Doug Elmslie

Councillor Patrick O'Reilly

Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

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1. Call to Order	
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4. Deputations and Presentations	
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9.2 Victoria Manor Confidential Operations Report to Committee of Management, March 2019, Municipal Act, 2001 s.239(2)(b)(d)(e)	
9.3 Victoria Manor Confidential Operations Report to Committee of Management, April 2019, Municipal Act, 2001 s.239(2)(b)(d)(e)	

9.4 Victoria Manor Confidential Operations Report to Committee of Management, May 2019, Municipal Act, 2001 s.239(2)(b)(d)(e)

10. **Matters from Closed Session**

11. **Other New Business**

12. **Next Meeting**

July 15, 2019, Victoria Manor Boardroom, commencing at 1:00 p.m.

13. **Adjournment**

Victoria Manor Ministry Funding Update and Impacts to 2019 Budget

June 17, 2019



Highlights of MOH 2019-20 Funding Announcements

- Overall funding increases lower than expected and certain funding initiatives eliminated all together
- Offset by conservative budgeting around CMI adjustments and lower WSIB
- **Ministry base funding:**
 - NPC / PSS / Food / OA funding increases of 1% or \$1.77
 - Timing of food and OA increase moved from July 1 to April 1, 2019
- **Discontinuation of certain funding initiatives:**
 - High wage transition funding ending Aug 1, 2019
 - Structural compliance program funding ending Aug 1, 2019

Highlights of MOH 2019-20 Funding Announcements

- **Increased flexibility on how funding is spent:**
 - Base funding of \$1.77 can be used across envelopes (32% max in OA)
 - Physiotherapy funding of \$2.27 incorporated into PSS envelope
 - Small home funding of \$180,000 does not need to be used for RN / RPN
 - New RN funding of \$106,000 can be used for any direct care staff
 - RAI-MDS funding converted to per diem of \$1.43
- **CMI Adjustments:**
 - Varies by community
 - LTC sector's overall acuity level increased by ~ 1.5%
 - Sienna's overall acuity level increased by ~ 1.8%, but overall CMI adjustment is ~ +0.3%

Actual Ministry Funding vs. Budget

Category	Sienna 2019 Budget Assumption	Actual Announcement and Other Changes	2019 Budget Impact		Annualized Impact	
			Envelope	OA	Envelope	OA
PRD - NPC/PSS/Raw Food	2% (with food increase July 1)	1% (with food increase April 1)	(51,245)		(69,293)	
PRD - OA	1.6% starting July 1, 2019	1% starting April 1, 2019		(1,809)		(6,955)
Structural Compliance Funding for B & C Homes	\$1.00 PRD for C Homes \$2.50 PRD for B Homes	Elimination of funding effective August 1, 2019		(63,495)		(152,388)
High Wage Transition Fund	Monthly Fixed Amounts for 7 Communities	Elimination of funding effective August 1, 2019	(12,523)	(3,607)	(30,056)	(8,656)
CMI Adjustments	Varies by community	Varies by community starting August 1, 2019	(6,875)		(16,501)	
RAI-MDS	Monthly Fixed Amount	\$1.43 PRD	3,109		8,212	
CMI Reserve	Reserve built into 2019 Budget	No need for reserve	35,013			
Preferred Accommodations	1.6%	2.3%		535		1,071
WSIB	Flat to 2019 (we were waiting for CMI Adjustments before making changes)	20% Reduction in Envelopes	32,843		32,843	
TOTAL			322	(68,375)	(74,794)	(166,928)

Next Steps:

Action	Participants	Target Date
Communicate impact of MOH announcements to all ED's and DOC's	Operations and Finance	Friday June 7, 2019
Regional meetings with RVP's to review impact to individual communities	Operations with Finance Support	Wednesday June 12, 2019
Changes made to budget templates to reflect all adjustments	Finance	Friday June 21, 2019
Action plan to Joanne and Dianne on how budgets will be balanced (i.e., spending plan)	Operations	Friday June 21, 2019
Changes made to budget templates to fully re-balance envelopes	Operations	Friday June 28, 2019
Review all budget templates and re-load onto Yardi	Finance	Friday July 12, 2019

The Corporation of the City of Kawartha Lakes
Minutes
Victoria Manor Committee of Management Meeting

VMC2019-02
Monday, March 18, 2019
1:00 P.M.
Victoria Manor Boardroom
Victoria Manor, Second Floor
220 Angeline Street South, Lindsay, Ontario

Members:
Deputy Mayor Doug Elmslie
Councillor Patrick O'Reilly
Councillor Kathleen Seymour-Fagan

Accessible formats and communication supports are available upon request.

1. Call to Order

Deputy Mayor Elmslie called the meeting to order at 1:05 p.m. Councillors P. O'Reilly and K. Seymour-Fagan were in attendance.

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

2. Adoption of Agenda

VMCM2019-019

Moved By Councillor Seymour-Fagan

Seconded By Councillor O'Reilly

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

VMCM2019-020

Moved By Councillor O'Reilly

Seconded By Councillor Seymour-Fagan

That the minutes of the Victoria Manor Committee of Management meeting held on January 21, 2019, be adopted as circulated.

Carried

6. Business Arising from Previous Meetings

None

7. Correspondence

None

8. Reports

- 8.1 Victoria Manor Operations Report to Committee of Management, January 2019

VMCM2019-021

Moved By Councillor Seymour-Fagan

Seconded By Councillor O'Reilly

That the Victoria Manor Operations Report to Committee of Management, January 2019, provided by Sienna Senior Living, be received for information.

Carried

- 8.2 Victoria Manor Operations Report to Committee of Management, February 2019

VMCM2019-022

Moved By Councillor O'Reilly

Seconded By Councillor Seymour-Fagan

That the Victoria Manor Operations Report to Committee of Management, February 2019, provided by Sienna Senior Living, be received for information.

Carried

- 8.3 Report VMC2019-03 Victoria Manor 2019-2020 Quality Improvement Plan

VMCM2019-023

Moved By Councillor Seymour-Fagan

Seconded By Councillor O'Reilly

That Report VMC2019-03, "Victoria Manor 2019-2020 Quality Improvement Plan", be received; and

That the Chair of the Victoria Manor Committee of Management be authorized to sign the Quality Improvement Plan for submission once finalized.

Carried

9. Closed Session

VMCM2019-024

Moved By Councillor O'Reilly

Seconded By Councillor Seymour-Fagan

That the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, March 18, 2019 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

It was noted that there are new Chairpersons for the Family Council. An invitation will be extended to attend a future Committee meeting.

12. Next Meeting

May 13, 2019, Victoria Manor Boardroom, commencing at 1:00 p.m.

13. Adjournment

VMCM2019-029

Moved By Councillor O'Reilly

Seconded By Councillor Seymour-Fagan

That the Victoria Manor Committee of Management Meeting adjourn at 2:10 p.m.

Carried



March 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: May 13, 2019

Information for the Month of: March 2019

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings for February 2019

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Resident Days	4,441	4,578	(137)	9,345	9,647	(302)
Occupancy %	95.55%	98.5%	-3.0%	95.4%	98.5%	(3.1%)
Nursing Envelope Funds	524,427	526,607	(2,180)	1,100,081	1,104,663	(4,583)
Nursing Expenses	587,451	619,408	31,957	1,243,798	1,297,811	54,013
Net Nursing Envelope	(63,024)	(92,801)	29,777	(143,717)	(193,147)	49,430
Program Envelope Funds	56,675	57,220	(545)	118,786	119,331	(545)
Program Expenses	54,508	58,785	4,277	115,796	122,227	6,431
Net Program Envelope	2,167	(1,565)	3,732	2,990	(2,896)	5,886
Food Envelope Funds	44,342	44,342	-	93,435	93,435	-
Food Expenses	44,989	44,342	(647)	100,730	93,435	(7,295)
Net Food Envelope	(647)	-	(647)	(7,295)	-	(7,295)
Accommodation Revenue	307,541	307,228	313	650,753	647,295	3,458
Accommodation Expenses						
Dietary Expenses	87,154	90,491	3,337	182,637	189,563	6,926
Housekeeping Expenses	41,791	38,415	(3,376)	85,835	83,222	(2,613)
Laundry Expenses	15,995	19,724	3,729	29,581	44,113	14,532
Maintenance Expenses	57,211	40,923	(16,288)	101,804	90,215	(11,589)
Administration Expenses	33,466	50,343	16,877	68,166	98,815	30,649

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Facility Expenses	62,839	79,762	16,923	170,236	173,174	2,938
Accommodation Expenses	298,456	319,658	21,202	638,259	679,102	40,843
Other Accommodation – NOI	9,085	(12,430)	21,515	12,495	(31,806)	44,301
Over/Under Adjustment	(61,505)	(94,366)	-	(148,021)	(196,043)	-
Net Operating Income	(52,419)	(106,796)	54,377	(135,527)	(227,849)	92,322
Capital Reserve	(12,623)	(26,761)	14,138	(25,246)	(53,522)	28,276
Net Income (Loss)	(65,042)	(133,557)	68,515	(160,773)	(281,371)	120,598

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$5K) mainly due to lower Hi-intensity claims (\$18K), lower BSO funding (\$5K), offset by higher RN FTE Funding (\$18K).

Nursing Expenses – Direct: YTD Direct wages are unfavorable (\$6K) due to higher agency wages (\$16K), higher RN FTE (\$18K), higher PSW wages (\$29K), higher RPN wages (\$3K), higher benefits (\$4K), offset by lower BSO wages (\$17K), lower RN wages (\$44K), and lower MDS RAI (\$3K).

Nursing Expenses – Administration: YTD Admin expenses are favorable (\$60K) mainly due to lower wages (\$18K), lower benefits (\$1K), lower high intensity costs (\$18K), lower incontinent supplies (\$1K), lower medical supplies (\$21K), lower computer expense (\$2K), offset by higher IT allocations (\$2K).

Program Revenue: YTD Program revenue is in line with budget.

Program Expenses: YTD Program expenses are favorable (\$6K) mainly due to lower wages (\$2K), lower benefits (\$1K), lower physio and exercise expenses (\$1K), and lower supplies (\$2K).

Food Revenue: YTD Food revenue is in line with budget

Food Expenses: YTD Food expense are unfavorable (\$7K)

Accommodation Revenue: YTD Accommodations revenue is favorable (\$3K) mainly due to higher preferred accommodation (\$14K), offset by lower accreditation funding (\$4K), and lower vendor support (\$7K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$3K) mainly due to higher wages (\$4K), higher supplies (\$1K), offset by lower benefits (\$1K), lower chemical and cleaning supplies (\$1K), and lower equipment expenses (\$1K).

Laundry Expenses: YTD Laundry expenses are favorable (\$15K) mainly due to lower wages (\$5K), lower benefits (\$4K), lower equipment expenses (\$5K), and lower bedding and linen (\$1K).

Maintenance Expenses: YTD Maintenance expenses are unfavorable (\$12K) mainly due to higher wages (\$2K), higher equipment expenses (\$3K), higher fire system (\$5K), higher landscaping and snow removal (\$17K), higher painting and decorating supplies (\$1K), offset by lower benefits (\$4K), lower building repair expenses (\$1K), lower elevator expense (\$1K), lower generator expenses (\$2K), lower heating and air conditioning expenses (\$2K), lower lighting expenses (\$1K), lower pest control (\$1K), and lower plumbing expenses (\$4K).

Administration Expenses: YTD Administration expenses are favorable (\$31K) due to lower accreditation expenses (\$1K), lower bad debt expense (\$2K), lower computer expense (\$2K), lower office equipment (\$4K), lower professional fees (\$16K), lower promotion expenses (\$1K), lower purchased services (\$2K), lower supplies (\$8K), offset by higher wages (\$2K), higher benefits (\$2K), and higher staff cost and travel (\$2K).

Facility Expenses: YTD Facility expenses are favorable (\$3K) mainly due to lower management fees (\$4K), lower gas expenses (\$7K), lower water and sewage (\$2K), offset by higher hydro expenses (\$11K).

Table 2: Year to Date Capital Expenses: February 2019

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Dietary Freezer		\$13,500
Roof Top HVAC Unit for 2nd Floor Offices	Planning in progress	\$18,000
Hi-Low Electric Beds	Ordered	\$9,600
Laundry Carts		\$10,000
Resident Room Furniture	Ordered	\$22,000
Interior Finishes		\$25,000

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Resident Bathroom Cabinets		\$20,376
Hot Holding Cabinet		\$15,000
Flooring		\$18,000
Totals		\$151,476

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 3 (October 2018 to December 2018) results.

Indicator	2018 Q3 Current Performance	Target
Reduce transfers to Emergency department	13.00	37.00
Improve Resident Satisfaction	94.00	89.00
Reduce Antipsychotic medications	17.40	24.00
Reduce stage 2-4 pressure ulcers	3.20	4.50
Reduce the number of falls	14.40	23.00
Reduce the number of restraints	9.60	3.10

Annual program evaluations for each program completed in March 2019. Goals and action plans were developed for 2019 to improve current performance.

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

No visits in the month of March.

Scorecard: People

Employee Engagement Survey

- 5 team members were recognized by family members and peers through the Spot A Star program

- 2019 Operational Planning has been finalized. 2019 Operating plan has been developed in consultation with all team members.
- 2019 Operating Plan initiatives include: 1) New hire orientation; 2) Leadership is Listening; 3) Access to the City of Kawartha Lakes employee website; 4) Professional development; 5) Succession planning; 6) Absenteeism reduction;

Sienna Support Services Updates

Sienna Partner Visits:

- March 7 – Quality Partner

Projects, Location Events and Other

- Connecting Ontario clinical viewer, a secure, web-based portal that provides real-time access to digital health records went live on March 19, 2019
- Health and Wellness Fair held on March 27, 2019. 15 exhibitors participated. Many community members attended.
- As a result of positive outcomes from the 2018 24 hour shift report quality improvement project, the Executive Director was asked to present the project to Sienna Clinical Partners
- As a result of the leadership team using a different approach to engage 190 team members in the home's annual 2019 operational planning, the Executive Director was asked to present the outcomes from the home's 2019 Operational Planning Week

Long Term Care Update

Occupancy (data since last report)

- 96.28% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 14 move ins and 15 discharges

Regulatory visits i.e. MOL, Public Health

No visits this month.

Written and Verbal Complaints Summary

Verbal complaint received as a result of a delivery vehicle was driving too fast through the parking lot and failed to stop at the resident crossing. Complaint investigated and resolved.

Verbal complaint received as a result of reception transferring a telephone call from a family member to the incorrect extension. Family member called back, was transferred to the correct extension but was unable to reach the RPN. Complaint investigated and resolved.

Written complaint received as a result of a family not satisfied with the palliative care offered in the home. A meeting was held with the family to review and clarify concerns. Complaint has been investigated. Follow up with family complete.

Compliments Summary

Multiple cards of thanks families thanking the team for the wonderful care their loved one received.

Occupational Health and Safety Issues

Nothing to report

Resident and Family Satisfaction Survey

Resident and family input was used in the development of the 2019 Operating Plan.

2019 Operating Plan resident and family related initiatives include: 1) Accessible contracted service providers available in the home; 2) The Good Morning Experience; 3) Washroom and bell response; 4) Project care model; 5) Wifi access in public spaces

Resident/Family Council Updates

Resident Council will be leading education to all team members titled "Through Our Eyes". This education focuses on resident rights

A family member has agreed to take the lead of Family Council. Manager of Resident and Family Services is providing orientation and support. Next Family Council meeting May 6, 019.

Emergency Preparedness and Environmental concerns

Tested code red on March 2, 2019 days, March 17, 2019 evenings and March 10, 2019 nights.



April 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: May 13, 2019

Information for the Month of: April 2019

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings for March 2019

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	5,045	5,069	(24)	14,390	14,716	(326)
Occupancy %	98.04%	98.5%	-0.5%	96.3%	98.5%	(2.2%)
Nursing Envelope Funds	572,158	578,056	(5,899)	1,672,239	1,682,720	(10,481)
Nursing Expenses	616,659	662,375	45,716	1,860,456	1,960,185	99,729
Net Nursing Envelope	(44,501)	(84,318)	39,817	(188,218)	(277,465)	89,248
Program Envelope Funds						
Program Expenses	62,111	62,111	(0)	180,898	181,443	(545)
Net Program Envelope	58,456	62,378	3,922	174,253	184,605	10,352
Food Envelope Funds	3,655	(267)	3,922	6,645	(3,162)	9,807
Food Expenses						
Net Food Envelope	49,093	49,093	-	142,528	142,528	-
Accommodation Revenue	34,471	49,093	14,622	135,200	142,528	7,327
Accommodation Expenses	14,622	-	14,622	7,327	-	7,327
Dietary Expenses	345,961	340,068	5,893	996,714	987,363	9,351
Housekeeping Expenses						
Laundry Expenses	90,082	94,906	4,824	272,719	284,469	11,750
Maintenance Expenses	44,874	42,183	(2,692)	130,709	125,405	(5,305)
Administration Expenses	19,167	20,232	1,065	48,747	64,345	15,597

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Facility Expenses	42,962	44,003	1,041	144,766	134,218	(10,547)
Accommodation Expenses	37,410	48,999	11,589	105,575	147,814	42,238
Other Accommodation - NOI	88,331	97,659	9,328	258,567	270,833	12,266
Over/Under Adjustment	322,825	347,981	25,156	961,084	1,027,083	66,000
Net Operating Income	23,136	(7,914)	31,049	35,630	(39,720)	75,350
Capital Reserve	(33,551)	(84,585)	7,327	(181,572)	(280,628)	7,327
Net Income (Loss)	(10,415)	(92,499)	82,083	(145,942)	(320,348)	174,405

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$10K) mainly due to lower Hi-intensity claims (\$28K), lower BSO funding (\$12K), offset by higher RN FTE funding (\$27K), and higher Falls Prevention funding (\$3K).

Nursing Expenses – Direct: YTD Direct wages are favorable (\$14K) due to lower BSO wages (\$32K), lower RN wages (\$71K), lower MDS RAI (\$5K), offset by higher agency wages (\$21K), higher RN FTE (\$27K), higher PSW wages (\$38K), higher RPN wages (\$1K), and higher benefits (\$7K).

Nursing Expenses – Administration: YTD Admin expenses are favorable (\$86K) mainly due to lower wages (\$26K), lower benefits (\$2K), lower high intensity costs (\$28K), lower incontinent supplies (\$1K), lower medical supplies (\$33K), lower computer expense (\$3K), offset by higher IT allocations (\$3K), higher falls prevention equipment expenses (\$3K), and higher staff costs (\$1K).

Program Revenue: YTD Program revenue is in line with budget.

Program Expenses: YTD Program expenses are favorable (\$10K) mainly due to lower wages (\$3K), lower benefits (\$2K), lower physio and exercise expenses (\$1K), and lower supplies (\$4K).

Food Revenue: YTD Food revenue is in line with budget.

Food Expenses: YTD Food expense is favorable (\$13K)

Accommodation Revenue: YTD Accommodations revenue is favorable (\$9K) mainly due to higher preferred accommodation (\$19K), higher income from haircare (\$1K), higher prior period LTC reconciliation for 2015 (\$6K), offset by lower accreditation funding (\$5K), lower vendor support (\$10K), and lower income from foot care (\$1K).

Dietary Expenses: YTD Dietary expenses are favorable (\$12K) mainly due to lower wages (\$11K), lower equipment expenses (\$4K), lower chemical and cleaning supplies (\$1K), offset by higher benefits (\$3K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$5K) mainly due to higher wages (\$7K), higher supplies (\$2K), offset by lower chemical and cleaning supplies (\$2K), and lower equipment expenses (\$3K).

Laundry Expenses: YTD Laundry expenses are favorable (\$16K) mainly due to lower wages (\$5K), lower benefits (\$4K), lower equipment expenses (\$5K), and lower bedding and linen (\$1K).

Maintenance Expenses: YTD Maintenance expenses are unfavorable (\$11K) mainly due to higher wages (\$4K), higher equipment expenses (\$7K), higher fire system (\$4K), higher landscaping and snow removal (\$18K), higher painting and decorating supplies (\$2K), higher supplies (\$1K), offset by lower benefits (\$3K), lower building repair expenses (\$3K), lower elevator expense (\$2K), lower generator expenses (\$2K), lower heating and air conditioning expenses (\$5K), lower lighting expenses (\$1K), lower pest control (\$1K), lower plumbing expenses (\$4K), lower staff costs (\$1K), lower contracted services (\$1K), and lower grease trap (\$1K).

Administration Expenses: YTD Administration expenses are favorable (\$42K) due to lower accreditation expenses (\$2K), lower bad debt expense (\$4K), lower computer expense (\$3K), lower office equipment (\$6K), lower professional fees (\$19K), lower promotion expenses (\$1K), , lower collection cost (\$1K), lower purchased services (\$3K), lower supplies (\$9K), lower postage (\$1K), lower allocation (\$1K), offset by higher wages (\$4K), higher benefits (\$3K), and higher association fees (\$1K).

Facility Expenses: YTD Facility expenses are favorable (\$12K) mainly due to lower management fees (\$4K), lower gas expenses (\$4K), lower hydro expenses (\$3K), and lower water and sewage (\$1K).

Table 2: Year to Date Capital Expenses: March 2019

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Dietary Freezer		\$13,500
Roof Top HVAC Unit for 2nd Floor Offices	Awaiting invoice	\$18,000
Hi-Low Electric Beds	Awaiting invoice	\$9,600

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Laundry Carts		\$10,000
Resident Room Furniture	Awaiting invoice	\$22,000
Interior Finishes		\$25,000
Resident Bathroom Cabinets		\$20,376
Hot Holding Cabinet		\$15,000
Flooring		\$18,000
Totals		\$151,476

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 3 (October 2018 to December 2018) results.

Indicator	2018 Q3 Current Performance	Target
Reduce transfers to Emergency department	13.00	37.00
Improve Resident Satisfaction	94.00	89.00
Reduce Antipsychotic medications	17.40	24.00
Reduce stage 2-4 pressure ulcers	3.20	4.50
Reduce the number of falls	14.40	23.00
Reduce the number of restraints	9.60	3.10

Continue with actions plans that were developed in February 2019.

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

No visits in the month of April.

Scorecard: People

Employee Engagement Survey

- 6 team members were recognized by family members and peers through the Spot A Star program

Sienna Support Services Updates

Sienna Partner Visits:

- April 15 – VP Operations

Projects, Location Events and Other

- Hidden doors program was featured in Sienna's connection magazine. This program has received support from artist Dagmar Pinney who held an art show on April 1 to raise funds for painting more doors. The program has been effective in reducing residents from wandering in and out of resident rooms.
- Building Services team member was selected by Sienna Senior Living to represent building services during a two day dementia program development workshop.
- During the months of April, May, June and July, all team members will attend a 7.5 hour education day. Topics include quality improvement, Through Our Eyes Resident's Rights, resident safety, lifts & transfers, emergency planning codes, code white, health and safety, incident and accident reporting, palliative care, infection control.
- Volunteer Appreciation event held on April 23. More than 100 volunteers were honoured
- College Community Choir performance was held for residents and families
- As a result of positive outcomes from the orientation program developed by the team, the Executive Director was asked to present project outcomes to a team of Sienna orientation project leads

Long Term Care Update

Occupancy (data since last report)

- 96.3% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 13 move ins and 10 discharges

Regulatory visits i.e. MOL, Public Health

No visits this month.

Written and Verbal Complaints Summary

Nothing to report

Compliments Summary

Nothing to report

Occupational Health and Safety Issues

Nothing to report

Resident and Family Satisfaction Survey

Resident's Council meeting was cancelled in April due to the home's outbreak

Resident/Family Council Updates

Family Council meeting is scheduled for May 6, 019.

Emergency Preparedness and Environmental concerns

Tested code red on April 29, 2019 days, April 27, 2019 evenings and April 4, 2019 nights.



May 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: June 17, 2019

Information for the Month of: May 2019

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings for April 2019

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Resident Days	4,807	4,905	(98)	19,197	19,621	(424)
Occupancy %	96.53%	98.5%	-2.0%	96.4%	98.5%	(2.1%)
Nursing Envelope Funds	567,666	570,891	(3,224)	2,239,905	2,253,610	(13,705)
Nursing Expenses	641,007	687,403	46,396	2,501,463	2,647,588	146,125
Net Nursing Envelope	(73,341)	(116,512)	43,171	(261,558)	(393,977)	132,419
Program Envelope Funds	61,455	61,685	(230)	242,353	243,128	(775)
Program Expenses	56,030	63,910	7,880	230,283	248,515	18,232
Net Program Envelope	5,425	(2,225)	7,650	12,070	(5,388)	17,457
Food Envelope Funds	47,509	47,509	-	190,037	190,037	-
Food Expenses	48,629	47,509	(1,120)	183,829	190,037	6,208
Net Food Envelope	(1,120)	-	(1,120)	6,208	-	6,208
Accommodation Revenue	325,822	329,121	(3,299)	1,322,536	1,316,484	6,052
Accommodation Expenses						
Dietary Expenses	97,821	101,816	3,996	370,540	386,285	15,745
Housekeeping Expenses	43,549	42,902	(647)	174,258	168,307	(5,951)
Laundry Expenses	16,919	22,221	5,302	65,666	86,566	20,900
Maintenance Expenses	36,715	42,963	6,248	181,481	177,181	(4,299)
Administration Expenses	44,700	47,790	3,090	150,275	195,603	45,328

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Facility Expenses	81,110	71,359	(9,751)	339,677	342,192	2,515
Accommodation Expenses	320,813	329,051	8,238	1,281,897	1,356,135	74,238
Other Accommodation - NOI	5,009	70	4,939	40,639	(39,650)	80,290
Over/Under Adjustment	(67,916)	(118,737)	(1,120)	(249,489)	(399,365)	6,208
Net Operating Income	(62,907)	(118,668)	55,761	(208,849)	(439,015)	230,166
Capital Reserve	(12,623)	(26,761)	14,138	(92,906)	(107,044)	14,138
Net Income (Loss)	(75,530)	(145,429)	69,899	(301,755)	(546,059)	244,304

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$14K) mainly due to lower hi-intensity claims (\$34K) and BSO funding (\$18K); and partially offset by higher RN FTE funding (\$35K) and falls prevention funding (\$3K).

Nursing Expenses – Direct: YTD are favorable (\$35K) due to lower RN wages (\$43K) and RPN wages (\$24K); and partially offset by higher PSW wages (\$24K) and benefits (\$8K).

Nursing Expenses – Administration: YTD are favorable (\$111K) mainly due to lower wages (\$33K), benefits (\$2K), high intensity costs (\$34K), medical supplies (\$43K), recovered costs (\$4K) and computer expense (\$2K); and partially offset by higher IT allocations (\$3K), falls prevention equipment expenses (\$3K) and equipment expense (\$2K).

Program Revenue: YTD Program revenue is in line with budget.

Program Expenses: YTD Program expenses are favorable (\$18K) mainly due to lower wages (\$8K), benefits (\$3K), physio expense (\$1K), exercise and recreational activities (\$1K) and supplies (\$5K).

Food Revenue: YTD Food revenue is in line with budget.

Food Expenses: YTD Food expense are favorable (\$6K).

Accommodation Revenue: YTD is favorable (\$6K) mainly due higher preferred revenue (\$25K) and prior period LTC reconciliation (\$6K); and partially offset by lower accreditation funding (\$7K), miscellaneous income (\$13K) and pharmacy - LTC (\$5K).

Dietary Expenses: YTD Dietary expenses are favorable (\$16K) mainly due to lower wages (\$14K), equipment expenses (\$4K), dishes cutlery and utensils (\$1K) chemical and cleaning supplies (\$1K); and partially offset by higher benefits (\$5K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$6K) mainly due to higher wages (\$7K), benefits (\$1K) and supplies (\$3K); and partially offset by lower chemical and cleaning supplies (\$2K) and equipment expenses (\$3K).

Laundry Expenses: YTD Laundry expenses are favorable (\$21K) mainly due to lower wages (\$7K), benefits (\$4K), equipment expenses (\$7K) and bedding and linen (\$2K).

Maintenance Expenses: YTD Maintenance expenses are unfavorable (\$4K) mainly due to higher wages (\$7K), equipment expenses (\$5K), fire system (\$3K), landscaping and snow removal (\$18K) and supplies (\$2K); and partially offset by lower benefits (\$3K), building repair (\$5K), alarm (\$1K), generator (\$3K), heating and air conditioning (\$7K), lighting (\$1K), pest control (\$2K), plumbing (\$5K), contracts (\$2K) and grease trap (\$1K).

Administration Expenses: YTD Administration expenses are favorable (\$45K) due to lower accreditation expenses (\$3K), bad debt expense (\$5K), computer expense (\$4K), office equipment (\$8K), professional fees (\$25K), collection cost (\$1K), purchased services (\$5K) and supplies (\$3K); and partially offset by higher wages (\$5K), benefits (\$4K) and association fees (\$1K).

Facility Expenses: YTD Facility expenses are favorable (\$3K) mainly due to lower management fees (\$5K), water (\$1K) and gas (\$6K); and partially offset by higher hydro (\$11K).

Table 2: Year to Date Capital Expenses: April 2019

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Dietary Freezer		\$13,500
Roof Top HVAC Unit for 2nd Floor Offices	\$17,000	\$18,000
Hi-Low Electric Beds	\$9,000	\$9,600
Laundry Carts		\$10,000
Resident Room Furniture	Awaiting invoice	\$22,000

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Interior Finishes		\$25,000
Resident Bathroom Cabinets		\$20,376
Hot Holding Cabinet		\$15,000
Flooring		\$18,000
Totals		\$151,476

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 3 (October 2018 to December 2018) results.

Indicator	2018 Q3 Current Performance	Target
Reduce transfers to Emergency department	13.00	37.00
Improve Resident Satisfaction	94.00	89.00
Reduce Antipsychotic medications	17.40	24.00
Reduce stage 2-4 pressure ulcers	3.20	4.50
Reduce the number of falls	14.40	23.00
Reduce the number of restraints	9.60	3.10

Continue with actions plans that were developed in February 2019.

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

Ministry of Health and Long Term Care inspectors were in the home from May 27, 2019 to May 31, 2019 to complete critical incident and complaint inspections. Report pending.

Scorecard: People

Employee Engagement Survey

- 5 team members were recognized by family members and peers through the Spot A Star program

Sienna Support Services Updates

Sienna Partner Visits:

- May 13, 2019 – VP Operations
- May 24, 2019 – Infection Control Partner

Projects, Location Events and Other

- Joint Health and Safety Committee nominated for an Ontario Long Term Care Association quality improvement award.
- Three full day education sessions held for approximately 60 team members. Topics include quality improvement, Through Our Eyes Resident's Rights, resident safety, lifts & transfers, emergency planning codes, code white, health and safety, incident and accident reporting, palliative care, infection control.
- Victoria Manor web pages have been updated to provide residents and families with on line information about activities, events and news.

Long Term Care Update

Occupancy (data since last report)

- 96.4% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 17 move ins and 21 discharges

Regulatory visits i.e. MOL, Public Health

No visits this month.

Written and Verbal Complaints Summary

Written complaint received from family as they believe their loved one is not repositioned every 30 minutes and is not offered salt and pepper at meals. Investigation in progress.

Compliments Summary

Nothing to report

Occupational Health and Safety Issues

Nothing to report

Resident and Family Satisfaction Survey

Resident's Council was provided with an update of quality improvement activities taking place to improve overall resident satisfaction

Resident/Family Council Updates

Family Council meeting was held May 6, 2019. Family Council will be meeting monthly. Executive Director report submitted to Family Council for the months of March 2019 and April 2019.

Emergency Preparedness and Environmental concerns

Tested code red on days May 22, evenings May 21 and nights May 24.

The Corporation of the City of Kawartha Lakes

Victoria Manor Committee of Management

Report VMC2019-04

Meeting Date: June 17, 2019

Meeting Time: 1:30 p.m.

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

Subject: Annual Case Mix Index Results 2018-19

Author Name and Title: Pamela Kulas, Executive Director

Recommendation(s):

Resolved That Report VMC2019-04, “Annual Case Mix Index Results 2018-19”, be received.

Director

Other

Background:

On an annual basis the acuity of the resident population in each long term care home in Ontario is assessed for annual funding to the Nursing and Personal Care funding envelope. This envelope varies year to year dependent on the outcome of the Case Mix Index (CMI). This index is a measure assigned based on the overall acuity of resident need in the province.

Rationale:

Since the inception of the management agreement with Sienna, management from Sienna and City of Kawartha Lakes have been overseeing a positive trend in financial performance of the home.

The Case Mix Index for April 2018 to March 31, 2019 is 0.9998. The table below indicates that the CMI for April 1, 2019 – March 31, 2020 will decrease by 0.27% to 0.9971.

Table 1: Victoria Manor CMI

Class Beds	2018-19 Funded CMI	% Assessed Days in Special Rehab	2019-20 Funded CMI	% Change in Funded CMI (2019-20 minus 2018-19)	Actual CMI Adjustment 2018-19 to 2019-20	Actual 2019 Budget Variance
166	0.9998	6.4%	0.9971	-0.27%	-\$6,875	\$28,138

Financial Considerations:

Although the home will have a negative funding impact of \$6,875 to the Nursing and Personal Care Envelopes, overall the actual impact to the 2019 operating budget will be a positive variance of \$28,138.

Consultations:

Rod Sutherland, Director Human Services

Director: Rod Sutherland
Phone: 705-324-9870 ext. 3206
E-Mail: rsutherland@kawarthalakes.ca

The Corporation of the City of Kawartha Lakes

Victoria Manor Committee of Management

Report VMC2019-05

Meeting Date: June 17, 2019

Meeting Time: 1:30 p.m.

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

Subject: 2019 Funding Changes

Author Name and Title: Pamela Kulas, Executive Director

Recommendation(s):

Resolved That Report VMC2019-05, "2019 Funding Changes", be received.

Director

Other

Background:

On an annual basis the acuity of the resident population in each long term care home in Ontario is assessed for annual funding to the Nursing and Personal Care funding envelope. The budget reflects outcomes to reduce duplication to sustain programs and services.

On June 6, 2019 the Central East Local Health Integration Network (CELHIN) issued a letter to all Long Term Care Homes with revised 2019-20 funding rates and changes to other funding programs (Attachment A).

Rationale:

The primary funding changes effective Victoria Manor are summarized below and in Table 1.

Effective April 1, 2019 the level of care per diem rate will increase by 1.0%, or \$1.77 per resident per day (PRPD). Homes have the flexibility on which envelope this increase should be applied to as it is a global increase. There will be no further adjustment in July 2019 for the raw food or accommodation envelopes.

The Structural Compliance program will end as of August 1, 2019. Since April 1, 1998, the Ministry of Health and Long Term Care has paid a Structural Compliance per diem to long term care homes that were not eligible at the time to receive of the financial assistance from the Ministry to upgrade their homes. The City has allocated this per diem funding, \$151,476 per year, as the Victoria Manor capital program. A review of Victoria Manor's capital program will occur as part of the 2020 budget process.

The high wage transition fund will also end as of August 1, 2019. The high wage transition fund was introduced on April 1, 1996 as a three year temporary transition measure. The objective was to assist operators to maintain equitable services levels while higher than average wage costs were addressed.

Attachment B summarizes the revised funding rates effective August 1, 2019.

Table 1: 2019 Funding Changes

Category	Budget Assumption	Actual Announcement	2019 Budget Impact
Nursing & Personal Care; Program & Support Services; Raw Food	2% increase (eff. July 1, 2019)	1% increase (eff. April 1, 2019)	-\$51,245

Other Accommodation (OA)	1.6% increase (eff. July 1, 2019)	1% increase (eff. April 1, 2019)	-\$1,809
Structural Compliance Program	\$2.50 PRPD	Elimination of funding effective August 1, 2019	-\$63,495
High Wage Transition Fund	Fixed amount	Elimination of fund August 1, 2019	-\$16,130

Financial Considerations:

The net impact of the above changes is partially offset by approximately \$65,000 due to other minor funding adjustments, including Preferred Accommodation rates as well as the overall net benefit in funding from the new CMI compared to the budgeted level, a net reduction in the Workplace Safety and Insurance Board (WSIB) costs. It is expected that the total net impact to Victoria Manor's budget for 2019 will be a loss of approximately \$68,000.

It is recommended that no significant program or service changes be made in 2019. All of the above changes and their respective impacts will be considered as part of the 2020 budget process.

Consultations:

Rod Sutherland, Director Human Services

Attachments:

Attachment A: CELHIN Funding Letter



20190606
2019-20_Level-of-Ca

Attachment B: Funding Summary effective August 1, 2019



20190606 Appendix
B - LTCH LOC Per Die

Director: Rod Sutherland
Phone: 705-324-9870 ext. 3206
E-Mail: rsutherland@kawarthalakes.ca

Harwood Plaza
314 Harwood Avenue South,
Suite 204A, Ajax, ON L1S 2J1
Tel: 905-427-5497
Toll Free: 1-866-804-5446
Fax: 905-427-9659
www.healthcareathome.ca/centraleast
www.centraleasthealthline.ca
310-2222 (Area code not required)

Harwood Plaza
314, avenue Harwood Sud
Bureau 204A, Ajax, ON L1S 2J1
Téléphone : 905 427-5497
Sans frais : 1 866 804-5446
Télécopieur : 905 427-9659
www.healthcareathome.ca/centraleast
www.centraleasthealthline.ca
310-2272 (indicatif régional non requis)

Memorandum

To: All Long-Term Care Home Administrators
From: Stewart Sutley, Interim Chief Executive Officer
Central East Local Health Integration Network
Date: June 6, 2019
Subject: 2019/20 Level-of-Care Per Diem Funding Increases

The Ministry of Health and Long-Term Care (“ministry”) notified the Central East Local Health Integration Network (Central East LHIN) that it will provide funding representing a 1.7 per cent increase to the Long-Term Care Home sector in the 2019/20 funding year to preserve front-line staff and maintain current levels of service provided for resident care and accommodation.

On April 11, 2019 the government tabled its 2019 Budget. This year’s budget reflects the outcomes of a comprehensive multi-year planning process that built on the findings of Ernest & Young Canada’s line-by-line review, and the ideas identified in the Planning for Prosperity Survey and the Big Bold Ideas Challenge. The government conducted a thorough review of all government programs in order ensure investments are sustainable and modernized. The review is also meant to ensure that duplication is eliminated, and valuable programs and services are sustainable and delivering outcomes for the people of Ontario.

In addition to this review, all ministries were required to identify administrative savings. This was to be done by identifying opportunities to modernize services to reduce administrative costs and burden, while improving services across ministries, agencies and transfer-payment partners. Ministries considered how they could eliminate duplicative and non-value-added processes and implement automation and other streamlining solutions where repetitive and routine tasks existed previously.

As noted above, the ministry is investing 1.7% more in long-term care (LTC) this year, which includes investments in more specialized services, specifically high-acuity priority access beds and behavioural support units. Other changes to the long-term care funding system are captured below:

.../2

A. Changes Effective April 1, 2019

1. The level-of-care, or per diem, rate will increase by \$1.77 per resident per day (PRPD). Homes will have flexibility on which envelope(s) this increase should be applied to with the exception that no more than 32% of this increase can be allocated to the Other Accommodation envelope. The increase is non-case mix index (CMI) adjusted and will be shown on the funding summary sheet as a global adjustment. There will be no further adjustment in July 2019 for the Raw Food or Other Accommodation envelopes.
2. The physiotherapy program funding will be converted to a per diem (\$2.27 PRPD) and allocated to the Program and Support Services (PSS) envelope. Homes will have full flexibility in how this funding can be spent within the existing PSS envelope eligibility guidelines. With the aggregation of the physiotherapy fund into the PSS envelope, the ministry is also no longer requiring any reporting on the physiotherapy fund.
3. Small homes (those with 64 beds or less) will receive a fixed top-up of \$180,000/annum that can be used for any direct care staff. This fixed amount is the combination of the Registered Nurse (RN) and Registered Practical Nurse (RPN) funding as well as a further top-up of \$4529. As such, no requirements to use this funding on RN and RPNs exist but the ministry encourages homes to continue to staff according to their resident needs.
4. All other homes (those with more than 64 beds) will receive a fixed top-up of \$106,000/annum that can be used for any direct care staff. This top-up replaces the RN funding that was introduced in the 2018/19 fiscal year (FY). Requirements to use this funding to hire a RN by July 1, 2020 are now lifted. The ministry encourages homes to continue to staff according to their resident needs.

With these changes the per diem effective April 1, 2019 is \$180.80 PRPD.

In addition, operators that provide convalescent care beds will have more flexibility in how funding can be used, as the ministry is embedding the historical, additional physiotherapy subsidy of \$11.34 PRPD into the PSS envelope. Further, the ministry is also applying a 1% increase to the funding envelopes.

Please refer to **Appendix A** for further details.

B. Changes Effective August 1, 2019

1. The CMI will be effective from August 1, 2019 to March 31, 2020. Only the pre-April 1, 2019 Nursing and Personal Care (NPC) envelope (excluding the supplemental amount) will be CMI adjusted, as the increase for this year (as noted in **section A** above) can be applied to any envelope.
2. The Resident Assessment Instrument - Minimum Data Set (RAI-MDS) funding will be converted to a per diem (\$1.43) and allocated on a non-CMI basis to the NPC envelope. As such, the *Resident Assessment Instrument Minimum Data Set 2.0 Funding Policy* has been embedded into the NPC envelope as a supplementary per diem, resulting in greater flexibility in the use of the funds while maintaining a RAI-MDS Coordinator(s) position.
3. The High Wage Transition Fund (HWTF) will end. HWTF was introduced on April 1, 1996, as a three-year temporary transition measure. The objective was to assist operators to maintain equitable service levels while higher-than-average wage costs were addressed, as the ministry moved to a “needs based” funding approach. HWTF has now exceeded its intended purpose as the transition to the Level of Care funding model has since standardized funding approaches across all Long-Term Care homes.
4. The Structural Compliance Program (SCP) will end. Since April 1, 1998, the ministry has paid a Structural Compliance Premium (SCP) to long-term care home operators who were not eligible at the time to receive other financial assistance from the ministry to upgrade their homes. The intention was to support eligible operators with complying with relevant design standards until such time that they were eligible for other ministry support for development and upgrading projects, namely the Construction Funding Subsidy (CFS) program. As there is now improved financial support (including the adjustments of the base CFS to \$18.03 PRPD) with which operators can build new and/or upgrade existing long-term care homes, the ministry will be harmonizing the eligibility for SCP payments with the 20-year terms for CFS payments that were provided to eligible operators in 1998. The SCP funding for eligible operators under the Structural Compliance Premiums for Self-Funded Renewal Projects, 2009 will not be discontinued at this time.

Both the HWTF and the SCP were slated to be wound down effective July 1, but, in light of the on-going conversations with sector stakeholders, implementation has been delayed by a month to further support LTC home operators.

With these changes the per diem effective August 1, 2019 is \$182.23 PRPD.

Please refer to **Appendix B** for further details.

C. Policy Changes and Consolidations

Effective January 1, 2019, the *LTCH Occupancy Targets Policy* has been changed and consolidated into a new policy called the *Long-Term Care Homes Level-of-Care Per Diem, Occupancy and Acuity-Adjustment Funding Policy*.

One specific change is to remove occupancy targets for small homes for the care and food envelopes. This will assist a cohort of homes that have traditionally returned funds to maximize use of provided funding. Other changes related to reducing administrative burden in applying for credits for lost days due to outbreaks and other occupancy target protections are detailed in the policy, which will be available on the portal.

The Central East LHIN and the Long-Term care Home (LTCH) confirm that all provisions of the *2019-22 Long-Term Care Home Service Accountability Agreements* (LSAA) are amended to reflect the funding and conditions in effect as of the date of this memo. All other terms and conditions in the LSAA remain the same. LTCHs are required to maintain financial records for this allocation for audit and evaluation by the Central East LHIN and by the ministry. Unspent funds, and funds not used for the intended and approved purposes, are subject to recovery in accordance with the Central East LHIN's reconciliation and recovery policy.

Please note, the LTC home Level-of-Care Per Diem Funding Summary and Long-Term Care Homes Level-of-Care Per Diem, Occupancy and Acuity-Adjustment Funding Policy have been revised to reflect the April 1, 2019 and August 1, 2019 per diem changes. The revised policy will be posted on the ministry's public website at:

http://www.health.gov.on.ca/en/public/programs/ltc/lsaa_policies.aspx

Please keep this web address as a resource as it is the responsibility of the LTCHs to review and remain current with all applicable laws and policies.

Monthly payment notices will be adjusted to reflect the new per diem rates, including applicable retroactive payments for the increases made effective April 1, 2019.

As outlined in the 2019 Ontario Budget, the government is committed to embedding a focus on optimizing the value of investments into future multi-year planning processes and into the culture of the Ontario Public Service more broadly. To that end, the government will undertake program evaluations on a permanent and ongoing basis to ensure government services are meeting people's needs and to identify ways to modernize programs and save money.

-5-

The government will continue to engage with long-term care stakeholders to make the system more efficient and has already addressed issues that the sector raised, such as the costs of Bill 148 and the rising costs of Workplace Safety and Insurance Board (WSIB) premiums. In fact, beginning in January 2019 eligible employers saw a significant decrease in premiums. The recommendations that have been provided thus far to reduce red tape in both the operating and the capital expansion (development) areas are appreciated and under review and as identified above we are making tangible changes to reporting burden.

Please refer to **Appendix C** for further details.

Should you require any further information or clarification regarding the 1.7% overall funding increase in 2019/20, please contact Nita Singh, Senior Financial Policy Advisor at the Ministry by telephone 416-327-7105 or by email at Nita.Singh@ontario.ca.

Thank you for your continued commitment to delivering better quality long-term care.

Sincerely,



Stewart Sutley
Chief Executive Officer
Central East Local Health Integration Network

Attachments: Appendix A – Long-Term Care Home Level-of-Care Per Diem Funding Summary (April 2019)
Appendix B – Long-Term Care Home Level-of-Care Per Diem Funding Summary (August 2019)
Appendix C – Long-Term Care Home Level-of-Care Per Diem Occupancy and Acuity Funding Policy

c: Bill Hatanaka, Board Chair, Central East Local Health Integration Network
Tunde Igli, Interim Vice President, Health System Strategy, Integration, Planning and Performance
Lisa Burden, Vice President, Home and Community Care
Lisa Mizzi, Director, Home and Community Care, Patient Services

Ministry of Health and Long-Term Care

Long-Term Care Homes Financial Policy

Policy: LTCH Level-of-Care Per Diem Funding Summary	Date: August 1, 2019
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The following is a summary of the current base Level of Care (LOC) per diem funding as of August 1, 2019 (CMI = 1.0). The funding amounts in each envelope are set by the Ministry of Health and Long-Term Care:

Envelope	LOC Per Diem	Supplementary Per Diem	Total
Nursing and Personal Care (NPC) ¹	\$100.26	\$2.08	\$102.34
Program and Support Services (PSS)	\$12.06	-	\$12.06
Raw Food (RF)	\$9.54	-	\$9.54
Other Accommodations (OA)	\$56.16	\$0.36	\$56.52
Total	\$178.02	\$2.44	\$180.46
2019/20 Global Increase ²			\$1.77
2019/20 Total			\$182.23

¹ Effective August 1, 2019, RAI-MDS funding will be allocated as a supplementary line in the NPC envelope. The supplementary per diem of \$2.08 is comprised of \$0.65 (HINF-NPC) plus \$1.43 (RAI-MDS, includes 1% increase).

² Effective April 1, 2019, a global per diem increase to the level-of-care per diem funding is provided to LTC homes to enhance direct care services as well as to support other operating costs within any of the four envelopes. LTC homes may allocate up to 32% of the global per diem funding amount to the Other Accommodation envelope. The greater of the remaining balance or 68% of the global per diem funding amount must be applied against eligible expenditures in the NPC, and/or PSS, and/or Raw Food envelopes. This amount will not be adjusted by the Case Mix Index.

In addition to the Level-of Care per diem funding above, top-up funding is provided for the following beds:

Small Homes (with 64 or fewer licensed or approved beds)

Small homes with 64 or fewer licensed or approved beds receive the following annual direct care staffing supplement in accordance with the *Long-Term Care Homes Level-of-Care Per Diem, Occupancy and Acuity-Adjustment Funding Policy*.

Top- Up Funding	Total
Annual Staffing Supplement – NPC Direct Care ³	\$180,000

LTC Homes with 65 or more licensed or approved beds

LTC homes with 65 or more licensed or approved beds receive the following annual direct care staffing supplement in accordance with the *Long-Term Care Homes Level-of-Care Per Diem, Occupancy and Acuity-Adjustment Funding Policy*.

Top- Up Funding	Total
Annual Staffing Supplement – NPC Direct Care ⁴	\$106,000

Convalescent Care Beds - Additional Subsidy

Convalescent care beds receive an additional subsidy per diem (Additional Subsidy) allocated between three funding envelopes as follows:

Top- Up Funding	NPC	PSS	OA	Total
Additional Subsidy Per Diem ⁵	\$51.89	\$33.70	\$6.55	\$92.14

Behavioral Specialized Unit (BSU) Beds

LTC homes with BSU beds receive the following top-up of \$100 per diem for each BSU bed.

Top- Up Funding	Total
BSU Per Diem*	\$100

* The top-up funding of \$100 per diem applies to only the new BSUs designated by the Ministry as part of the 2019/20 pilot project. These new BSUs may be private or semi-private accommodation and would be eligible for reimbursement of the cost difference between the preferred accommodation and basic accommodation bed rates.

High Acuity Priority Access Beds (HPABs)

The Ministry is proposing regulatory changes that if approved, would establish HPABs. LTC homes with HPABs would receive the following top-up of \$100 per diem for each bed designated as HPAB.

Top- Up Funding	Total
HPAB Per Diem**	\$100

**HPABs would be private accommodation that is deemed basic accommodation and would be eligible for reimbursement of the cost difference between private accommodation and basic accommodation bed rates.

Please see the *Long-Term Care Homes Level-of-Care Per Diem, Occupancy and Acuity-Adjustment Funding Policy* for further details on the level-of-care per diem and top-up funding.

³ Small LTC homes with 64 or fewer licensed or approved beds may use the combined amount of \$180,000 per year to hire/retain any direct care staff in the NPC envelope. The combined amount of \$180,000 per year consists of: the prior RN funding of \$79,552 increased to the annual amount of \$106,000 per year, the prior RPN funding of \$69,471 per year, and effective April 1, 2019 a top-up of \$4,529 per year.

⁴ LTC homes with 65 or more licensed or approved beds may use the annual staffing supplement, which consists of the prior RN funding of \$79,552 increased to the annual amount of \$106,000 per year, to hire/retain any direct care staff in the NPC envelope.

⁵ Effective April 1, 2019, the additional Physiotherapy subsidy of \$11.34 per diem, as referenced in the LTCH Physiotherapy Funding Policy Summary (April 1, 2018), is embedded in the PSS envelope.