

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

## **AGENDA**

### **VICTORIA MANOR COMMITTEE OF MANAGEMENT**

**VMC2017-008**

**Monday, October 16, 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
2. ADOPTION OF AGENDA
3. DISCLOSURES OF PECUNIARY INTEREST
4. DEPUTATIONS AND PRESENTATIONS
5. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING 3 - 7
6. BUSINESS ARISING FROM PREVIOUS MEETINGS
7. CORRESPONDENCE
8. REPORTS
- 8.1 Victoria Manor Operations Report to Committee of Management, September 2017 8 - 22
9. CLOSED SESSION
- 9.1 Closed Minutes, Victoria Manor Committee of Management, September 18, 2017, Municipal Act, 2001 s.239(2)(b)(d)(g)
- 9.2 Victoria Manor Confidential Operations Report to Committee of Management, September 2017, Municipal Act, 2001 s.239(2)(b)(d)(e)
10. MATTERS FROM CLOSED SESSION
11. OTHER NEW BUSINESS
12. NEXT MEETING  
November 20,2017, Victoria Manor Boardroom, commencing at 9:30 a.m.
13. ADJOURNMENT

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

**VMC2017-07**  
**Monday, September 18, 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 9:30 a.m. Councillors J. Pollard and G. Jilesen were in attendance.

Administrator Pamela Kulas, Director of Human Services 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**

**VMCM2017-068**

**Moved By** Councillor Jilesen

**Seconded By** Councillor Pollard

**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**

**5. APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING**

**VMCM2017-069**

**Moved By** Councillor Pollard

**Seconded By** Councillor Jilesen

**RESOLVED THAT** the minutes of the Victoria Manor Committee of Management meeting held on September 18, 2017, be adopted as circulated.

**CARRIED**

**6. BUSINESS ARISING FROM PREVIOUS MEETINGS**

**7. CORRESPONDENCE**

**8. REPORTS**

**8.1 Victoria Manor Operations Report to Committee of Management, July and August 2017**

**VMCM2017-070**

**Moved By** Councillor Jilesen

**Seconded By** Councillor Pollard

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

**CARRIED**

## **8.2 VMC2017-08 Victoria Manor Redevelopment Application Approval**

**VMCM2017-071**

**Moved By** Councillor Jilesen

**Seconded By** Councillor Pollard

**RESOLVED THAT** Report VMC2017-08, Victoria Manor Redevelopment Application Approval, be received;

**THAT** the Committee of Management recommends to City Council that an application for the Redevelopment of Victoria Manor under the Enhanced Long Term Care Home Renewal Strategy be submitted to the Ministry of Health and Long Term Care;

**THAT** the application for Redevelopment be based on a total home size of 160 beds; and

**THAT** the application for Redevelopment be based on the construction of a new facility.

**CARRIED**

## **8.3 VMC2017-09 Utilization of Increased Case Mix Index Subsidy**

**VMCM2017-072**

**Moved By** Councillor Pollard

**Seconded By** Councillor Jilesen

**RESOLVED THAT** Report VMC2017-09, "Utilization of Increased Case Mix Index Subsidy", be received; and

**THAT** Committee of Management approves the expenditures listed in Table 1 of Report VMC2017-09 to purchase supplies and equipment to improve efficiencies and support quality care.

**CARRIED**

## **8.4 VMC2017-10 Victoria Manor 2018 Capital Budget**

**VMCM2017-073**

**Moved By** Councillor Pollard

**Seconded By** Councillor Jilesen

**RESOLVED THAT** Report VMC2017-10, "Victoria Manor 2018 Capital Budget", be received; and

**THAT** the Committee of Management recommends to City Council the approval of the Victoria Manor 2018 Capital Budget, included as Attachment A to Report VMC2017-10, "Victoria Manor 2018 Capital Budget", in the amount of \$151,476.

**CARRIED**

## **8.5 VMC2017-11 Victoria Manor 2018 Operating Budget**

**VMCM2017-074**

**Moved By** Councillor Jilesen

**Seconded By** Councillor Pollard

**RESOLVED THAT** Report VMC2017-11, "Victoria Manor 2018 Operating Budget", be received; and

**THAT** the Committee of Management recommends to City Council the approval of the 2018 Victoria Manor Operating Budget, included as Attachment A to Report VMC2017-11, "Victoria Manor Operating Budget 2018".

**CARRIED**

## **9. CLOSED SESSION**

**VMCM2017-075**

**Moved By** Councillor Pollard

**Seconded By** Councillor Jilesen

**RESOLVED THAT** the Victoria Manor Committee of Management convene into closed session in order to consider matters on the Monday, September 18, 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**

**VMCM2017-082**

**Moved By** Councillor Pollard

**Seconded By** Councillor Jilesen

**RESOLVED THAT** Closed Session Item 9.3, Correspondence with Family dated August 20 and 24, 2017, Municipal Act, 2001 s.239(2)(b)(e), was discussed and received.

**CARRIED**

11. **OTHER NEW BUSINESS**

None

12. **NEXT MEETING**

October 16, 2017, Victoria Manor Boardroom, commencing at 9:30 a.m.

13. **ADJOURNMENT**

**VMCM2017-083**

**Moved By** Councillor Jilesen

**Seconded By** Councillor Pollard

**RESOLVED THAT** the Victoria Manor Committee of Management Meeting adjourn at 10:46 a.m.

**CARRIED**



# **September 2017 Victoria Manor Operations Report to Committee of Management**

## **Non-Confidential Report**

**Submission Date: October 16, 2017**

**Information for the Month of: September 2017**

# Financials

| Financials                                                                                          |               |            |          |            |          |              |            |           |            |          |
|-----------------------------------------------------------------------------------------------------|---------------|------------|----------|------------|----------|--------------|------------|-----------|------------|----------|
| <div>VICTORIA MANOR</div> <div>Executive Summary Statement of Earnings</div> <div>August 2017</div> |               |            |          |            |          |              |            |           |            |          |
|                                                                                                     | Current Month |            |          |            |          | Year-to-Date |            |           |            |          |
|                                                                                                     | Actual        | Actual PRD | Budget   | Budget PRD | Variance | Actual       | Actual PRD | Budget    | Budget PRD | Variance |
| Resident Days                                                                                       | 5,059         |            | 5,069    |            | (10)     | 39,208       |            | 39,733    |            | (525)    |
| Occupancy %                                                                                         | 98.31%        |            | 98.5%    |            | -0.2%    | 97.2%        |            | 98.5%     |            | (1.3%)   |
| Nursing Envelope Funds                                                                              | 551,686       | 109.05     | 551,377  | 108.78     | 310      | 4,274,527    | 109.02     | 4,263,364 | 107.30     | 11,163   |
| Nursing Expenses                                                                                    | 587,489       | 116.13     | 596,318  | 117.64     | 8,829    | 4,511,193    | 115.06     | 4,619,179 | 116.26     | 107,986  |
| Net Nursing Envelope                                                                                | (35,803)      | (7.08)     | (44,942) | (8.87)     | 9,139    | (236,666)    | (6.04)     | (355,816) | (8.96)     | 119,149  |
| Program Envelope Funds                                                                              | 60,964        | 12.05      | 60,571   | 11.95      | 393      | 475,801      | 12.14      | 473,761   | 11.92      | 2,040    |
| Program Expenses                                                                                    | 60,815        | 12.02      | 57,289   | 11.30      | (3,526)  | 447,535      | 11.41      | 448,725   | 11.29      | 1,190    |
| Net Program Envelope                                                                                | 150           | 0.03       | 3,282    | 0.65       | (3,132)  | 28,266       | 0.72       | 25,036    | 0.63       | 3,230    |
| Food Envelope Funds                                                                                 | 46,314        | 9.15       | 44,127   | 8.71       | 2,187    | 346,517      | 8.84       | 342,142   | 8.61       | 4,375    |
| Food Expenses                                                                                       | 45,007        | 8.90       | 44,127   | 8.71       | (880)    | 349,590      | 8.92       | 342,142   | 8.61       | (7,448)  |
| Net Food Envelope                                                                                   | 1,307         | 0.26       | -        | -          | 3,067    | (3,073)      | (0.08)     | -         | -          | 11,822   |
| Accomodation Revenue                                                                                | 340,768       | 67.36      | 321,844  | 63.50      | 18,924   | 2,608,642    | 66.53      | 2,504,864 | 63.04      | 103,779  |

|                          |          |        |          |         |         |           |        |           |         |          |
|--------------------------|----------|--------|----------|---------|---------|-----------|--------|-----------|---------|----------|
| Accommodation Expenses   |          |        |          |         |         |           |        |           |         |          |
| Dietary Expenses         | 95,702   | 18.92  | 90,353   | 17.83   | (5,349) | 723,263   | 18.45  | 703,214   | 17.70   | (20,048) |
| Housekeeping Expenses    | 43,641   | 8.63   | 38,758   | 7.65    | (4,883) | 316,585   | 8.07   | 299,881   | 7.55    | (16,704) |
| Laundry Expenses         | 14,875   | 2.94   | 16,282   | 3.21    | 1,407   | 134,493   | 3.43   | 126,138   | 3.17    | (8,355)  |
| Maintenance Expenses     | 33,615   | 6.64   | 34,125   | 6.73    | 510     | 345,888   | 8.82   | 311,747   | 7.85    | (34,141) |
| Administration Expenses  | 37,139   | 7.34   | 46,075   | 9.09    | 8,935   | 301,635   | 7.69   | 363,353   | 9.14    | 61,717   |
| Facility Expenses        | 70,127   | 13.86  | 93,384   | 18.42   | 23,257  | 666,466   | 17.00  | 742,032   | 18.68   | 75,566   |
| Accommodation Expenses   | 295,099  | 58.33  | 318,977  | 62.93   | 23,878  | 2,488,330 | 63.46  | 2,546,365 | 64.09   | 58,035   |
| Other Accomodation - NOI | 45,670   | 9.03   | 2,868    | 0.57    | 42,802  | 120,312   | 3.07   | (41,502)  | (1.04)  | 161,813  |
| Over/Under Adjustment    | (34,345) | (6.79) | (41,659) | (8.22)  | -       | (211,474) | (5.39) | (330,780) | (8.33)  | -        |
| Net Operating Income     | 11,324   | 2.24   | (38,792) | (7.65)  | 50,116  | (91,162)  | (2.33) | (372,281) | (9.37)  | 281,120  |
| Capital Reserve          | (12,623) | (2)    | (26,761) | (5)     | 14,138  | (185,812) | (5)    | (214,087) | (5)     | 28,276   |
| Net Income (Loss)        | (1,299)  | (0.26) | (65,553) | (12.93) | 64,254  | (276,973) | (7.06) | (586,369) | (14.76) | 309,395  |

**VICTORIA MANOR**

Variance Explanations

August 2017

|                                                                                                                                                                                                                                                              | Current Month |         |          | Year-to-Date |           |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------|----------|--------------|-----------|----------|
|                                                                                                                                                                                                                                                              | Actual        | Budget  | Variance | Actual       | Budget    | Variance |
| NURSING REVENUE                                                                                                                                                                                                                                              | 551,686       | 551,377 | 310      | 4,274,527    | 4,263,364 | 11,163   |
| MTD Nursing revenue is in line with budget.                                                                                                                                                                                                                  |               |         |          |              |           |          |
| YTD Nursing Revenue is favorable (\$11K) due to monthly high wage cost transition funding received from MOH not included in budget (\$19K), higher RPN initiative revenue (\$1K), higher HIN Claims revenue \$2K), offset by lower BSO funding (\$12K).      |               |         |          |              |           |          |
| NURSING EXPENSES - DIRECT                                                                                                                                                                                                                                    | 510,808       | 541,918 | 31,110   | 4,029,712    | 4,177,601 | 147,889  |
| MTD Direct wages are favorable (\$31K) due to lower RN wages (\$10K), lower RPN wages (\$3K), lower BSO wages (\$4K), lower agency wages (\$8K), and lower benefits (\$10K), offset by higher PSW wages (\$5).                                               |               |         |          |              |           |          |
| YTD Direct wages are favorable (\$148K) mainly due to lower RN wages (\$50K), lower RPN wages (\$19K), lower BSO wages (\$14K), lower MDS RAI wages (\$8K), lower benefits (\$54K), and lower RN and RPN Agency (\$65K), offset by higher PSW wages (\$61K). |               |         |          |              |           |          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |        |        |          |         |         |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|----------|---------|---------|----------|
| NURSING EXPENSES - ADMIN                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 76,680 | 54,400 | (22,280) | 481,481 | 441,578 | (39,903) |
| <p>MTD Nursing Admin expenses are unfavorable (\$22K) mainly due to higher purchased services \$22K), higher medical supplies (\$3K), offset by lower equipment expenses (\$1K), and lower travel cost (\$1K).</p> <p>YTD Nursing Admin expenses are unfavorable (\$40K) mainly due to higher wages (\$8K), higher benefits (\$2) ,higher purchased services (\$36K), higher medical expenses (\$3), higher high intensity costs (\$2K), offset by lower incontinence supplies (\$2K), lower staff cost (\$5K), unused travel budget (\$2K), and lower equipment expense (\$2K).</p> |        |        |          |         |         |          |
| PROGRAM REVENUE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 60,964 | 60,571 | 393      | 475,801 | 473,761 | 2,040    |
| <p>MTD Program revenue is in line with budget.</p> <p>YTD Program revenue is favorable (\$2K) mainly due to pay equity funding received but not budgeted (\$1K) and higher physio funding (\$1K).</p>                                                                                                                                                                                                                                                                                                                                                                                |        |        |          |         |         |          |
| PROGRAM EXPENSES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 60,815 | 57,289 | (3,526)  | 447,535 | 448,725 | 1,190    |
| <p>MTD Program expenses are unfavorable (\$4K) mainly due to higher wages (\$4K), higher physio and exercise expenses (\$1K), offset by purchased services (\$1K).</p> <p>YTD Program expenses are favorable (\$1) due to lower wages and benefits (\$1K), lower supplies (\$6K), and lower purchased services (\$3K), offset by higher equipment expenses (\$7K), higher physio and exercise expenses (\$1), and higher staff cost (\$1K).</p>                                                                                                                                      |        |        |          |         |         |          |
| FOOD REVENUE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 46,314 | 44,127 | 2,187    | 346,517 | 342,142 | 4,375    |
| <p>MTD Food revenue is favorable (\$2K) due to increase in per diem funding to \$9.</p> <p>YTD Food revenue is favorable (\$4K) due to increase in per diem funding to \$9.</p>                                                                                                                                                                                                                                                                                                                                                                                                      |        |        |          |         |         |          |
| FOOD EXPENSES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 45,007 | 44,127 | (880)    | 349,590 | 342,142 | (7,448)  |

|                                                                                                     |  |  |  |  |  |  |
|-----------------------------------------------------------------------------------------------------|--|--|--|--|--|--|
| <p>MTD Food expenses are in line with budget.</p> <p>YTD Food expenses are overspending (\$7K).</p> |  |  |  |  |  |  |
|-----------------------------------------------------------------------------------------------------|--|--|--|--|--|--|

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |         |        |           |           |         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|--------|-----------|-----------|---------|
| ACCOMMODATION REVENUE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 340,768 | 321,844 | 18,924 | 2,608,642 | 2,504,864 | 103,779 |
| <p>MTD Accommodations Revenue is favorable (\$19K) mainly due to higher preferred private revenues (\$8K), unbudgeted vendor rebates (\$11K), 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 (\$104K) mainly due to higher preferred private revenues (\$53K), high wage cost transition funding received not budgeted (\$6K), and unbudgeted vendor rebates (\$57K), offset partly by accreditation funding budgeted but not received (\$13K).</p> |         |         |        |           |           |         |

|                                                                                                                                                                                                                                                                                                 |        |        |         |         |         |          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|---------|---------|---------|----------|
| DIETARY EXPENSES                                                                                                                                                                                                                                                                                | 95,702 | 90,353 | (5,349) | 723,263 | 703,214 | (20,048) |
| <p>MTD Dietary expenses are unfavorable (\$5K) due to higher wages and benefits (\$4K), and higher equipment expenses (\$1K)</p> <p>YTD Dietary expenses are unfavorable (\$20K) mainly due to higher wages (\$19K), and higher benefits (\$4K), offset by lower equipment expenses (\$3K).</p> |        |        |         |         |         |          |

|                                                                                                                                                                                                                                                                             |        |        |         |         |         |          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|---------|---------|---------|----------|
| HOUSEKEEPING EXPENSES                                                                                                                                                                                                                                                       | 43,641 | 38,758 | (4,883) | 316,585 | 299,881 | (16,704) |
| <p>MTD Housekeeping expenses are unfavorable (\$5K) mainly due to higher wages (\$4K), and higher benefits (\$1K).</p> <p>YTD Housekeeping expenses are unfavorable (\$16K) due to higher wages and benefits (\$14K), and higher chemical and cleaning supplies (\$3K).</p> |        |        |         |         |         |          |

|                                                                                                                                        |        |        |       |         |         |         |
|----------------------------------------------------------------------------------------------------------------------------------------|--------|--------|-------|---------|---------|---------|
| LAUNDRY EXPENSES                                                                                                                       | 14,875 | 16,282 | 1,407 | 134,493 | 126,138 | (8,355) |
| <p>MTD Laundry expenses are favorable (\$1K) mainly due to lower wages (\$2K), offset by higher bedding and linen expenses (\$1K).</p> |        |        |       |         |         |         |

YTD Laundry expenses are unfavorable (\$8K) due to higher wages and benefits (\$7K) and higher bedding and linen (\$2K), offset by lower supplies (\$1K).

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |        |        |     |         |         |          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|-----|---------|---------|----------|
| MAINTENANCE EXPENSES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 33,615 | 34,125 | 510 | 345,888 | 311,747 | (34,141) |
| <p>MTD Maintenance expenses are in line with budget.</p> <p>YTD Maintenance expenses are unfavorable (\$34K) due to higher wages and benefits (\$6K), higher plumbing repairs (\$26K), higher HVAC expenses (\$16K), higher generator expenses (\$13K), higher fire system (\$4), and higher building repairs (\$1); these are offset by lower elevator expenses (\$6K), lower equipment expenses (\$4K), lower landscaping expenses (\$5K), lower maintenance contracts (\$9K), and lower supplies expenses (\$9K).</p> |        |        |     |         |         |          |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |        |        |       |         |         |        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|-------|---------|---------|--------|
| ADMINISTRATION EXPENSES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 37,139 | 46,075 | 8,935 | 301,635 | 363,353 | 61,717 |
| <p>MTD Admin expenses are favorable (\$9K) due to lower wages and benefits (\$6K), unused wages-agency budget (\$3K), lower professional fees (\$1K), lower equipment expenses (\$3K), unused accreditation and association fees (\$1K), lower staff costs (\$1K), lower supplies (\$1K), offset by higher purchased services (\$1K), higher computer expenses (\$2K) and bad debt expense (\$4K).</p> <p>YTD Admin expenses are favorable (\$62K) mainly due to lower wages and benefits (\$10K), lower wages-agency (\$24K), lower association fees (\$2K), lower accreditation (\$2K), lower equipment expenses (\$20K), lower professional fees (\$24K), lower communication expenses (\$1K), and lower promotion (\$2K); offset by higher purchased services (\$7K), higher computer repairs (\$10K), higher collection costs (\$1K), and higher staff costs (\$1K), bad debt expense (\$6K).</p> |        |        |       |         |         |        |

|                                                                                                                                                                                                                       |        |        |        |         |         |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|--------|---------|---------|--------|
| FACILITY EXPENSES                                                                                                                                                                                                     | 70,127 | 93,384 | 23,257 | 666,466 | 742,032 | 75,566 |
| <p>MTD Facility expenses are favorable (\$23K) due to lower hydro expenses (\$14K), lower gas expenses (\$4K), lower water expenses (\$6K), lower waste removal (\$2K), offset by higher management fees (\$3K) .</p> |        |        |        |         |         |        |

YTD facility expenses are favorable (\$76K), due to lower hydro (\$66K), lower water (\$12K), and lower waste removal (\$3K); offset by higher management fee (\$6K).

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |  |  |         |        |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|---------|--------|-----------|
| CAPITAL PURCHASES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |  |  | 288,102 | 80,944 | (207,158) |
| <p>Capital Purchases include:</p> <p>JAN 2017 - Flooring (\$9,616), Replacement of fridge condensing unit (\$8,243).</p> <p>FEB 2017 - Automatic door (\$4,020), Common area furniture (\$13,895).</p> <p>MAR 2017 - New tubs (\$3,358), Power supply to AC system for dining room (\$1,272), Screen blind for Elord living room (\$275).</p> <p>APR 2017 - Installation of HVAC system (\$133,942), Tub room phase 4 (\$27,423).</p> <p>MAY 2017 - Resident room furniture (\$4,377), Installation of two ductless condensing units (\$22,174).</p> <p>JUN 2017 - No capital purchases.</p> <p>JUL 2017 - Panasonic wireless phones installation (\$36,760).</p> <p>AUG 2017 - Resident Cafe (\$882), Replacement of "F" Unit (\$21,865).</p> |  |  |  |         |        |           |

Scorecard: Quality

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1) Canadian Institute for Health Information (CIHI) quarter 1 results. Action plan in place.

| Indicator                                | Q1 Current Performance | Target |
|------------------------------------------|------------------------|--------|
| Reduce transfers to Emergency department | 39.81                  | 37.00  |
| Improve Resident Satisfaction            | Waiting on results     | 89.00  |
| Reduce Antipsychotic medications         | 21.60                  | 24.00  |
| Reduce stage 2-4 pressure ulcers         | 4.30                   | 4.50   |
| Reduce the number of falls               | 18.60                  | 23.00  |
| Reduce the number of restraints          | 8.00                   | 3.10   |

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

| Inspection Report Date | Purpose of Visit | WN/ VPC/ CO | Findings Summary |
|------------------------|------------------|-------------|------------------|
| No visits in September |                  |             |                  |

## Scorecard: People

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### 1) Employee Engagement Survey

- More than 8 team members were recognized by Spot A Star cards submitted by family members and peers
- Victoria Manor Long Term Care Quality Improvement Plan (QIP)
  - Action plan in place to improve onboarding
    - Department Specific Orientation – Action plan developed by the leadership team. Action plan on track
    - Education to Educators – action plan will be developed in September. The goal is to provide education on November 14 to all team members who will act as a mentor for new team members joining the organization

## Sienna Support Services Updates

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### Sienna Partner Visits

- September 13<sup>th</sup> – Program & Leisure Partner
- September 18<sup>th</sup> - VP Operations

### Projects, Location Events and other

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- The home hosted a Stakeholder Meeting with 30 community partners, contractors and team members in attendance. The outcome of the meeting was to continue to build partnerships with stakeholders while providing a 5 year in review summary. Evaluations were completed with very positive results.
- Residents participated “Love Your Trail” walk in celebration of Canada’s 150<sup>th</sup> birthday

Home
 Moments
 Notif

**Miya Bradburn**  
 @miyabradrob  
[homeminusforty.wordpress.com](http://homeminusforty.wordpress.com)  
 Joined January 2016

Tweet to Miya Bradburn

1 Follower you know

23 Photos and videos

**Miya Bradburn**  
 @miyabradrob

Following

@LoveYourTrail Day is set to kick off!

@kawarthalakes @HollySpeedie

# Long Term Care Update

1. Occupancy (data since last report):

| Occupancy Report                                      | Private | Semi | Basic | Short Stay | TOTAL |
|-------------------------------------------------------|---------|------|-------|------------|-------|
| Admissions (+)                                        | 1.0     | 3.0  | 0.0   | 5.0        | 9.0   |
| Departures (-)                                        | 1.0     | 0.0  | 1.0   | 5.0        | 7.0   |
| Discounted Private or Semi – Private Beds (under 60%) | 2.0     | 0.0  | 0.0   | 0.0        | 2.0   |

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

| Visitor             | Date | Drivers and Actions |
|---------------------|------|---------------------|
| No visit this month |      |                     |

3. Written & Verbal Complaints Summary:

| Complaint                                                                                        | Date               | Outcomes                                                                                     |
|--------------------------------------------------------------------------------------------------|--------------------|----------------------------------------------------------------------------------------------|
| Daughter is concerned about the cleaning routine and procedures for her Mom’s wheelchair cushion | September 20, 2017 | Family is waiting on additional seat cover from the manufacturer that was ordered in August. |

4. Compliments Summary:

| Compliment                                                                                                                                                                                  | Date               | Outcomes |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------|
| During a residents move in conference, daughter stated that she cannot believe how her mom is thriving in the home. She has decided that even though she lives in Brampton, she will not be | September 21, 2017 |          |

|                                   |  |  |
|-----------------------------------|--|--|
| relocating her mom closer to her. |  |  |
|-----------------------------------|--|--|

5. OH&S Issues (as applicable):

| OH & S Issue    | Date | Outcomes |
|-----------------|------|----------|
| No issues noted |      |          |

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                           |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------------------|
| Resident and Family Satisfaction Surveys were completed September 6 <sup>th</sup> to September 29 <sup>th</sup> | September 6 <sup>th</sup> to 29 <sup>th</sup> | Awaiting the results of the survey |

8. Employee engagement updates:

| Update                                           | Date         | Outcomes                             |
|--------------------------------------------------|--------------|--------------------------------------|
| Department specific orientation WIG in progress. | June 1, 2017 | Implementation set for October, 2017 |

9. External vacancies and hires:

| Position | PT<br>External<br>Vacancies | TPT<br>External<br>Vacancies | PT<br>External<br>Hires | External Hires | Current Status         |
|----------|-----------------------------|------------------------------|-------------------------|----------------|------------------------|
| RN       | 1                           | 0                            | 0                       | 0              | Reviewing applications |

|                   |   |   |   |   |                                |
|-------------------|---|---|---|---|--------------------------------|
| RPN               | 0 | 1 | 0 | 0 | Reviewing applications         |
| PSW               | 3 | 1 | 3 | 3 | Interviews on a weekly basis.  |
| Building Services | 0 | 0 | 0 | 0 | All positions have been filled |
| Dietary Aide      | 0 | 0 | 1 | 1 | Reviewing applications         |
| 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 will be holding a family gathering meeting on October 25 <sup>th</sup> at 7:00 pm |      |                    |

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

| Contracts         | Date | Outcomes/ Comments |
|-------------------|------|--------------------|
| Nothing to report |      |                    |

12. Capital Expenses:

| Issue & date                                                              | Total Spent @ 09/30/17 | Approved Budget |
|---------------------------------------------------------------------------|------------------------|-----------------|
| Heating & Cooling System 1 <sup>st</sup> floor dining rooms and serveries | \$31,687.49            | \$ 22,500       |
| HVAC Units                                                                | \$21,865               | \$ 56,000       |
| Ascom Telephone System                                                    | \$36,760               | \$ 55,000       |

|                                                          |                 |                    |
|----------------------------------------------------------|-----------------|--------------------|
| MacMillan Common Area Furniture                          | \$13,591.00     | \$ 15,000          |
| Resident Café Area                                       | \$882.00        | \$ 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 <sup>st</sup> floor washrooms | \$4,019.00      | \$ 3,000           |
| <b>Total 2017 Approved Capital</b>                       |                 | <b>\$200,000</b>   |
| <b>Total 2017 Remaining</b>                              |                 | <b>\$46,420.53</b> |

13. WSIB updates:

| Accidents | Incidents | Lost Time | Medical Attention | Outstanding WSIB for Month | Ongoing Outstanding WSIB Claims |
|-----------|-----------|-----------|-------------------|----------------------------|---------------------------------|
| 0         | 6         | 0         | 0                 | None                       | None                            |

- In June 2017 team members received education on Accident/Incidents. Since June there has been an 86% reduction in the number of incidents

14. Environmental concerns & emergency preparedness:

| Date                                                                    | Code Practiced     | Outcomes/ Barriers                                    |
|-------------------------------------------------------------------------|--------------------|-------------------------------------------------------|
| September 17 @ 10:30 am; September 21 @ 4:30 pm; September 29 @ 4:00 am | Code Red Practiced | 99% of team members have participated in a fire drill |