



April 2017 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

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

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings

February 2017

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

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

Variance Explanations
February 2017

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

VICTORIA MANOR

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March 2017

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

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

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

VICTORIA MANOR

Variance Explanations
March 2017

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

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

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

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

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

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

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

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

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

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

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

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

ADMINISTRATION EXPENSES	50,271	45,333	(4,938)	137,976	136,236	(1,740)
<p>MTD Admin expenses are unfavorable (\$5K) due to higher professional fees (\$10K), higher supplies (\$1K), offset by lower wages (\$4K), lower office equipment expenses (\$1K).</p> <p>YTD Admin expenses are unfavorable (\$2K) mainly due to higher computer expenses (\$9K), higher Bad Debt expenses (\$7K), higher professional fees (\$3K), higher staff costs (\$2K) ; offset by unused wages-agency budget (\$9k), lower wages and benefits (\$1K), office equipment expenses (\$9K).</p>						
FACILITY EXPENSES	98,086	93,384	(4,702)	275,767	277,484	1,717
<p>MTD Facility expenses are unfavorable (\$5K) mainly due to higher gas expenses (\$5K).</p> <p>YTD facility expenses are favorable (\$2K), mainly due to lower hydro (\$5K), lower water (\$2K), lower waste removal (\$2K), and lower management fees (\$2K); offset by higher gas (\$10K).</p>						
CAPITAL PURCHASES	4,905	10,118	5,213	40,679	30,354	(10,325)
<p>Capital Purchases include: VM-17-08 New Tubs (\$3,358); VM-17-01 Power Supply to AC System for dining room (\$1,272); VM-17-04 Screen Blind for Elord living room (\$275)</p>						

Scorecard: Quality

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

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

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

Scorecard: People

1) Employee Engagement Survey

- Celebrated Administration Week

Sienna Support Services Updates

Sienna Partner Visits

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

Projects, Location Events and other

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

Long Term Care Update

1. Occupancy (data since last report):

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

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

Visitor	Date	Drivers and Actions
No visit		

3. Written Complaints Summary:

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

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

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

5. OH&S Issues (as applicable):

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

6. Media Issues (as applicable):

Media Issues	Date	Outcomes
No issues noted		

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

Resident & Family Satisfaction Survey Scores	Date	Outcomes

8. Employee engagement updates:

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

9. External vacancies and hires:

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

10. Any updates re Resident/Family Councils:

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

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

Contracts	Date	Outcomes/ Comments
Nothing to report		

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

Council	Date	Outcomes/ Comments
Nothing to report		

13. Capital Expenses:

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

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

14. WSIB updates:

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

15. Environmental concerns & emergency preparedness:

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

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