



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

## **Non-Confidential Report**

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

# Financials

## VICTORIA MANOR

Executive Summary Statement of Earnings  
April 2017

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

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

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

## VICTORIA MANOR

Variance Explanations

April 2017

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

NURSING EXPENSES - ADMIN	38,760	53,160	14,400	162,540	216,641	54,101
<p>MTD Nursing Admin expenses are favorable (\$14K) mainly due to lower incontinence supplies \$7K), lower medical supplies (\$8K), lower purchased services budget (\$2K), offset by higher wages and benefits (\$3K).</p> <p>YTD Nursing Admin expenses are favorable (\$54K) mainly due to lower incontinence supplies (\$26K), medical supplies (\$24K), lower staff education (\$4K), and lower purchased services (\$7K), offset partly by higher equipment expenses (\$2K) and higher wages and benefits (\$5K).</p>						

PROGRAM REVENUE	59,092	58,972	120	233,530	233,077	453
Program revenue is in line with budget.						

PROGRAM EXPENSES	53,718	55,970	2,252	221,594	221,818	224
<p>MTD Program expenses are favorable (\$2K) mainly due to lower physio and exercise expenses (\$1K) and lower supplies expenses (\$1K).</p> <p>YTD Program expenses are in line with budget.</p>						

FOOD REVENUE	42,081	42,081	-	168,324	168,324	-
Food revenue is in line with budget.						

FOOD EXPENSES	40,052	42,081	2,029	169,324	168,324	(1,000)
<p>MTD Food expenses are favorable (\$2K).</p> <p>YTD Food expenses are overspending (\$1K).</p>						

ACCOMMODATION REVENUE			6,581			38,924
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	315,064	308,483		1,272,858	1,233,933	
<p>MTD Accommodations Revenue is favorable (\$7K) mainly due to higher preferred private revenues (\$7K) and high wage cost transition funding received not budgeted (\$1K), offset by accreditation funding budgeted but not received (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$39K) mainly due to higher preferred private revenues (\$23K) and higher wage cost transition funding received not budgeted (\$3K), higher vendor rebates (\$20K), offset partly by accreditation funding budgeted but not received (\$7K).</p>						

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

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

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

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

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

ADMINISTRATION EXPENSES	34,232	44,446	10,214	172,208	180,682	8,474
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MTD Admin expenses are favorable (\$10K) due to lower wages and benefits (\$1K), lower wages-agency (\$3K), lower office equipment expenses (\$3K), lower professional fees (\$8K), lower staff costs (\$1K), offset by higher bad debts expenses (\$1K), higher purchased services (\$5K).

YTD Admin expenses are favorable (\$8K) mainly due to lower wages and benefits (\$2K), lower wages-agency (\$12K), lower association fees (\$1K), lower equipment expenses (\$12K), lower professional fees (\$4K), lower promotion (\$1K), offset by Bad Debt expenses (\$8K), higher computer repairs (\$9K), higher purchased services (\$7K), and higher staff costs (\$1K).

FACILITY EXPENSES	85,412	92,198	6,786	361,179	369,682	8,503
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MTD Facility expenses are favorable (\$7K) mainly due to lower hydro expenses (\$10K) and lower water expenses (\$1K), offset by higher gas expenses (\$4K).

YTD facility expenses are favorable (\$9K), due to lower hydro (\$16K), lower water (\$3K), lower waste removal (\$2K), and lower management fees (\$1K); offset by higher gas (\$14K).

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

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

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



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

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

## Scorecard: People

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### 1) Employee Engagement Survey

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

## Sienna Support Services Updates

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### Sienna Partner Visits

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

**Projects, Location Events and other**

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

**Long Term Care Update**

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1. Occupancy (data since last report):

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

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

Visitor	Date	Drivers and Actions
No visit		

3. Written Complaints Summary:

Compliant	Date	Outcomes
No written complaints in May		

4. Verbal Compliments Summary:

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

5. OH&S Issues (as applicable):

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

6. Media Issues (as applicable):

Media Issues	Date	Outcomes
No issues noted		

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

Resident & Family Satisfaction Survey Scores	Date	Outcomes

8. Employee engagement updates:

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

9. External vacancies and hires:

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

10. Any updates re Resident/Family Councils:

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

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

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

Contracts	Date	Outcomes/ Comments
Nothing to report		

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

Council	Date	Outcomes/ Comments
Nothing to report		

13. Capital Expenses:

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

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

14. WSIB updates:

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

15. Environmental concerns & emergency preparedness:

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