



March 2018 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: April 16, 2018
Information for the Month of: March 2018

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings

February 2018

		Current Month					Year-to-Date				
		Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days		4,552		4,578		(26)	9,562		9,647		(85)
Occupancy %		97.93%		98.5%		-0.6%	97.6%		98.5%		(0.9%)
Nursing Envelope Funds		515,719	113.30	505,064	110.32	10,656	1,069,513	111.85	1,060,655	109.95	8,858
Nursing Expenses		612,360	134.53	550,423	120.22	(61,936)	1,221,125	127.71	1,156,774	119.91	(64,351)
Net Nursing Envelope		(96,640)	(21.23)	(45,360)	(9.91)	(51,280)	(151,612)	(15.86)	(96,119)	(9.96)	(55,493)
Program Envelope Funds		55,580	12.21	56,339	12.31	(759)	116,493	12.18	117,475	12.18	(982)
Program Expenses		51,981	11.42	52,572	11.48	591	111,411	11.65	109,189	11.32	(2,222)
Net Program Envelope		3,599	0.79	3,767	0.82	(168)	5,082	0.53	8,286	0.86	(3,204)
Food Envelope Funds		41,832	9.19	41,832	9.14	-	88,146	9.22	88,146	9.14	-
Food Expenses		41,363					86,956				1,190

		9.09	41,832	9.14	469		9.09	88,146	9.14	
Net Food Envelope	469	0.10	-	-	469	1,190	0.12	-	-	1,190
Accommodation Revenue	310,639	68.24	299,042	65.32	11,596	639,750	66.91	630,047	65.31	9,703
Accommodation Expenses										
Dietary Expenses	87,438	19.21	83,303	18.20	(4,135)	180,531	18.88	174,984	18.14	(5,547)
Housekeeping Expenses	38,261	8.41	37,521	8.20	(740)	79,324	8.30	78,764	8.16	(560)
Laundry Expenses	14,752	3.24	16,669	3.64	1,916	31,619	3.31	34,985	3.63	3,366
Maintenance Expenses	35,696	7.84	41,422	9.05	5,726	78,327	8.19	85,946	8.91	7,618
Administration Expenses	33,220	7.30	39,447	8.62	6,227	75,118	7.86	82,337	8.53	7,219
Facility Expenses	71,301	15.66	71,922	15.71	621	160,571	16.79	199,851	20.72	39,280
Accommodation Expenses	280,669	61.66	290,285	63.40	9,615	605,490	63.32	656,866	68.09	51,376
Other Accommodation - NOI	29,969	6.58	8,757	1.91	21,212	34,260	3.58	(26,818)	(2.78)	61,078
Over/Under Adjustment	(93,041)	(20.44)	(41,593)	(9.08)	469	(146,530)	(15.32)	(87,833)	(9.10)	1,190
Net Operating Income	(63,072)	(13.86)	(32,835)	(7.17)	(30,237)	(112,270)	(11.74)	(114,651)	(11.88)	2,381
Capital Reserve	(12,623)	(3)	(26,761)	(6)	14,138	(25,246)	(3)	(53,522)	(6)	28,276

Net Income (Loss)	(75,695)	(16.63)	(59,596)	(13.02)	(16,099)	(137,516)	(14.38)	(168,173)	(17.43)	30,657
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VICTORIA MANOR

Variance Explanations
February 2018

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	515,719	505,064	10,656	1,069,513	1,060,655	8,858
MTD Nursing revenue is favorable (\$11K) mainly due higher Hi-Intensity claims revenue (\$11K). YTD Nursing revenue is favorable (\$9K) mainly due to higher Hi-Intensity claims revenue (\$10K), offset by lower BSO funding (\$1K).						
NURSING EXPENSES - DIRECT	541,704	504,110	(37,594)	1,091,811	1,059,680	(32,131)
MTD Direct wages are unfavorable (\$38K) due to higher RN wages (\$14K), higher benefits (\$26K), higher agency wages (\$9K), offset by lower RPN wages (\$3K), lower PSW wages (\$5K), unused PSW-HIN supplementary staffing budget (\$1K), and lower MDS-RAI (\$3K). YTD Direct wages are unfavorable (\$32K) due to higher RN wages (\$20K), higher benefits (\$18K), higher agency wages (\$9K), offset by lower RPN wages (\$5K), lower PSW wages (\$4K), unused PSW-HIN supplementary staffing budget (\$2K), lower BSO (\$1K), and lower MDS-RAI (\$3K).						
NURSING EXPENSES - ADMIN	70,655	46,313	(24,342)	129,314	97,094	(32,220)
MTD Nursing Admin expenses are unfavorable (\$24K) mainly due to higher wages (\$6K), higher benefits (\$2K), higher equipment expenses (\$3K), higher hi-intensity cost (\$12K), higher medical supplies (\$3K), offset by unused staff cost budget (\$1K).						

YTD Nursing Admin expenses are unfavorable (\$32K) mainly due to higher wages (\$9K), higher benefits (\$3K), higher hi-intensity costs (\$12K), higher equipment expenses (\$5K), higher medical supplies (\$5K), offset by lower staff cost (\$1K).

PROGRAM REVENUE	55,580	56,339	(759)	116,493	117,475	(982)
<p>MTD Program revenue is in line with budget.</p> <p>YTD Program revenue is in line with budget.</p>						

PROGRAM EXPENSES	51,981	52,572	591	111,411	109,189	(2,222)
<p>MTD Program expenses are in line with budget.</p> <p>YTD Program expenses are unfavorable (\$2K) mainly due to higher wages (\$4K), offset by lower physio expenses (\$1K), lower staff costs and travel (\$1K).</p>						

FOOD REVENUE	41,832	41,832	-	88,146	88,146	-
<p>MTD Food revenue is in line with budget.</p> <p>YTD Food revenue is in line with budget.</p>						

FOOD EXPENSES	41,363	41,832	469	86,956	88,146	1,190
<p>MTD Food expenses are in line with budget.</p> <p>YTD Food expenses are favorable (\$1K) due to recovered costs.</p>						

ACCOMMODATION REVENUE	310,639	299,042	11,596	639,750	630,047	9,703
<p>MTD Accommodations revenue is favorable (\$12K) mainly due to higher preferred revenue (\$7K), higher vendors rebates (\$8K), offset by accreditation funding budgeted but not received (\$2K), incontinence revenue budgeted but not received (\$1K).</p> <p>YTD Accommodations revenue is favorable (\$10K) mainly due to higher preferred revenue (\$11K), higher vendors rebates (\$5K), offset by accreditation funding budgeted but not received (\$3K), lower other revenue from haircare (\$1K), foot care (\$1K), and incontinence revenue budgeted but not received (\$1K).</p>						

DIETARY EXPENSES	87,438	83,303	(4,135)	180,531	174,984	(5,547)
<p>MTD Dietary expenses are unfavorable (\$4K) due to higher wages (\$4K), higher equipment expenses (\$1K), offset by lower supplies (\$1K),</p> <p>YTD Dietary expenses are unfavorable (\$6K) due to higher wages (\$8K), higher equipment expenses (\$1K), offset by lower benefits (\$1K), lower dishes, cutlery, and utensil expenses (\$1K), and lower supplies (\$1K) .</p>						

HOUSEKEEPING EXPENSES	38,261	37,521	(740)	79,324	78,764	(560)
<p>MTD Housekeeping expenses are in line with budget.</p> <p>YTD Housekeeping expenses are in line with budget.</p>						

LAUNDRY EXPENSES	14,752	16,669	1,916	31,619	34,985	3,366
<p>MTD Laundry expenses are favorable (\$2K) mainly due to lower supplies (\$1K), and lower equipment expense (\$1K).</p> <p>YTD Laundry expenses are favorable (\$3K) mainly due to lower benefits (\$1K), lower supplies (\$1K), and lower equipment expenses (\$1K).</p>						

MAINTENANCE EXPENSES	35,696	41,422	5,726	78,327	85,946	7,618
<p>MTD Maintenance expenses are favorable (\$6K) due to lower equipment expenses (\$1K), generator expenses (\$1K), lower heating and air conditioning (\$2K), lower contracted services (\$1K), lower plumbing (\$4K), lower supplies (\$1K), lower alarm (\$1K), offset by higher wages and benefits (\$1K), higher electrical expenses (\$1K), higher fire system (\$1K), and higher landscaping and snow removal (\$3K).</p> <p>YTD Maintenance expenses are favorable (\$8K) due to lower alarm (\$1K), lower elevator expenses (\$1K), lower building repair expenses (\$1K), lower generator expenses (\$2K), lower heating and air conditioning (\$6K), lower contracted services (\$2K), lower plumbing (\$5K), lower supplies (\$3K), offset by higher wages (\$1K), higher electrical expenses (\$2K), higher equipment expenses (\$1K), higher fire system (\$2K), and higher landscaping and snow removal (\$8K).</p>						

ADMINISTRATION EXPENSES	33,220	39,447	6,227	75,118	82,337	7,219
<p>MTD Admin expenses are favorable (\$6K) mainly due to lower office equipment expenses (\$3K), lower professional fees (\$3K), lower purchased services (\$2K), lower supplies (\$2K), offset by higher wages and benefits (\$2K), association fees not budgeted (\$1K), higher postage and courier (\$1K),</p> <p>YTD Admin expenses are favorable (\$7K) due to lower office equipment expenses (\$5K), lower professional fees (\$6K), lower purchased services (\$3K), lower supplies (\$4K), offset by higher wages and benefits (\$7K), association fees not budgeted (\$1K), higher computer expenses (\$1K), higher staff cost (\$3K),</p>						

FACILITY EXPENSES	71,301	71,922	621	160,571	199,851	39,280
<p>MTD Facility expenses are in line with budget.</p> <p>YTD Facility expenses are favorable (\$39K) due to lower gas expenses (\$1K), lower hydro expenses (\$24K), lower water and sewage (\$7K), lower waste removal (\$2K), and lower management fees (\$6K).</p>						

CAPITAL PURCHASES	-	10,118	10,118	-	20,236	20,236
<p>Capital Purchases include:</p> <p>JAN 2018 - No capital purchases.</p> <p>FEB 2018 - No capital purchases.</p>						

Scorecard: Quality

- 1) Canadian Institute for Health Information (CIHI) quarter 2 (July to September 2017) and 3 (October to December 2017) results.

Indicator	Q3 Current Performance	Victoria Manor 2018 HQO QIP
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		Target
Reduce transfers to Emergency department	26.94	24.00
Improve Resident Satisfaction	92.00	89.00
Reduce Antipsychotic medications	21.00	20.00
Reduce stage 2-4 pressure ulcers	2.50	3.20
Reduce the number of falls	15.00	20.00
Reduce the number of restraints	11.90	5.00

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

Inspection Report Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
March 5 to 23	Resident Quality Inspection and Critical Incident Inspection	Awaiting report	

Scorecard: People

1) Employee Engagement Survey

- 5 team members were recognized by family members and peers through the Spot A Star program
- Town Hall for all team members on all shifts held March 15th
- Shift Report quality improvement initiative to begin April 5

Sienna Support Services Updates

Sienna Partner Visits

- March 19–VP Operations Quality Informatics Partner
- March 21–Recreation and Leisure Partner

Projects, Location Events and other

- Administrator attended the Walk with Me Conference-the focus of the conference was to support changing the culture of aging

Long Term Care Update

1. Occupancy (data since last report):

- 97.6% occupancy
- 2 Discounted Private or Semi-private beds (under 60%)
- 7 move ins and 12 discharges

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

Visitor	Date	Drivers and Actions
Public Health Telephone Conference	March 9, 2018	Home in respiratory influenza outbreak effective March 9

3. Written & Verbal Complaints Summary:

Complaint	Date	Outcomes
Verbal-Family felt the telephone on weekends is	March 6, 2018	Provided information on receptions hours, after hour navigation

not being answered		through the telephone directory. Reviewed 2018 telephone system upgrade plan. Resolved
Verbal-Family felt the care needs of the resident were not addressed in a timely manner	March 22, 2018	Care needs of resident reviewed and care plan updated. Resolved
Verbal-Family felt that it took staff too long to replace residents oxygen canister	March 28, 2018	After hours oxygen replacement process with external provider updated. Resolved

4. Compliments Summary:

Compliment	Date	Outcomes

5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
The location of beds in resident rooms is creating health and safety issues for team members. Team members are unable to disengage call bells without overexerting arms and shoulders	February 2018	Plan has been created to return all beds to their correct and safe location and is in progress. This work will be completed in collaboration with the Joint Health and Safety Committee.

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

Resident & Family Satisfaction Survey Scores	Date	Outcomes
Resident & Family Satisfaction Survey results shared with resident and family councils	March 8, 2018	Residents would like each manager to: 1. Attend a Resident Council meeting; 2. Host a meet and greet with the residents quarterly; 3. Plan regular tours to show residents where the managers offices are.

7. External vacancies and hires:

Position	Full Time Vacancies	Part Time Vacancies	External Hires	Current Status

RN	1	4	1	Screening of resumes and interviews completed weekly
RPN	0	0	2	
PSW	0	3	3	Screening of resumes and interviews completed weekly
Building Services	0	0	0	
Dietary Aide	0	0	0	
Cook	0	1	0	Screening of resumes and interviews completed weekly
Life Enrichment	0	0	0	
Reception	0	0	0	

8. Any updates re Resident/Family Councils:

Council	Date	Outcomes/ Comments
Meeting scheduled April 11, 2018	April 11, 2018 at 7:00 pm	Family Satisfaction Results will be reviewed and action plan developed

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

Contracts	Date	Outcomes/ Comments
Reviewing all service contracts in 2018	January 2018 – December 2018	Goal is to ensure all contracts are in place

10. Capital Expenses:

Issue & date	Total Spent @ 01/31/18	Approved Budget
VM18-01 Circulating Pipe Repairs	0	\$33,000
VM18-02 Kitchen Steamer and Soup Kettle Replacement	0	\$20,000

VM18-03 Resident Room Furniture Replacement	0	\$22,000
VM18-04 MacMillan Common Area Furniture	0	\$18,476
VM18-05 Hi Low Electric Beds	0	\$12,000
VM18-06 2 nd Served Renovations	0	\$40,000
VM18-07 Blixer	0	\$6,000
Total 2018 Approved Capital		\$151,476.00
Total 2018 Remaining		\$151,476.00

11. WSIB updates:

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

12. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
March 31, 2018 at 10:36 am; March 17, 2018 at 4:00 am; March 31 at 2:00 pm	Code Red	Provided education to new registered staff