



April 2018 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: May 14, 2018
Information for the Month of: April 2018

Financials

VICTORIA MANOR
Summary Statement of Earnings
March 2018

		Current Month				Year-to-Date					
		Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
	Resident Days	4,964		5,069		(105)	14,526		14,716		(190)
	Occupancy %	96.46%		98.50%		-2.04%	97.23%		98.50%		-1.27%

Nursing

Nursing Revenue	566,423	114.11	555,591	109.61	10,831	1,635,936	112.62	1,616,246	109.83	19,690
NPC Direct Wages	396,045	79.78	446,247	88.04	50,201	1,261,802	86.87	1,297,402	88.16	35,600
NPC Direct Benefits	138,044	27.81	109,323	21.57	(28,722)	364,098	25.07	317,847	21.60	(46,251)
NPC Admin Wages	23,402	4.71	22,268	4.39	(1,134)	74,535	5.13	64,649	4.39	(9,886)
NPC Admin Benefits	6,614	1.33	5,723	1.13	(891)	20,326	1.40	16,615	1.13	(3,711)
Supplies	14,151	2.85	8,379	1.65	(5,772)	33,532	2.31	24,327	1.65	(9,205)
Incontinent Supplies	6,709	1.35	7,028	1.39	318	20,220	1.39	20,403	1.39	182
Equipment Expenses		1.33	2,612	0.52		16,726	1.15		0.53	

	6,601			(3,990)		7,806		(8,920)	
Purchased Services	3,323	0.67	2,883	0.57	(440)	9,528	0.66	8,499	0.58 (1,030)
Other Operating Expenses	19,814	3.99	1,889	0.37	(17,925)	35,060	2.41	5,577	0.38 (29,483)
Nursing Expenses	614,704	123.83	606,351	119.62	(8,353)	1,835,829	126.38	1,763,124	119.81 (72,704)
Nursing Under (Over) spent	(48,281)	(9.73)	(50,759)	(10.01)	2,478	(199,893)	(13.76)	(146,878)	(9.98) (53,015)
Programs									
Programs Revenue	60,912	12.27	61,136	12.06	(224)	177,405	12.21	178,611	12.14 (1,206)
Wages	34,659	6.98	32,627	6.44	(2,031)	100,497	6.92	94,799	6.44 (5,698)
Benefits	7,091	1.43	6,759	1.33	(332)	20,638	1.42	19,640	1.33 (997)
Supplies	875	0.18	1,353	0.27	478	3,428	0.24	4,060	0.28 632
Equipment Expenses	475	0.10	722	0.14	247	1,395	0.10	2,096	0.14 701
Purchased Services	1,942	0.39	1,953	0.39	11	5,903	0.41	5,671	0.39 (232)
Other Operating Expenses	12,627	2.54	13,284	2.62	657	37,220	2.56	39,621	2.69 2,402
Programs Expenses	57,669	11.62	56,699	11.19	(970)	169,080	11.64	165,888	11.27 (3,192)
Programs Under (Over) spent	3,244	0.65	4,437	0.88	(1,193)	8,325	0.57	12,723	0.86 (4,397)
Food									

Food Revenue	46,314	9.33	46,314	9.14	-	134,460	9.26	134,460	9.14	-
Food Expenses	43,671	8.80	46,314	9.14	2,643	130,627	8.99	134,460	9.14	3,833
Food Under (Over) spent	2,643	0.53	-	-	2,643	3,833	0.26	-	-	3,833
Other Accommodations										
Government Revenue	1,757	0.35	1,757	0.35	(0)	5,169	0.36	5,170	0.35	(0)
Basic Revenue	138,748	27.95	191,632	37.81	(52,884)	410,120	28.23	556,352	37.81	(146,232)
Semi-Private Revenue	145,723	29.36	92,839	18.32	52,884	415,763	28.62	269,531	18.32	146,232
Preferred Revenue	31,337	6.31	26,795	5.29	4,543	93,401	6.43	77,791	5.29	15,610
Other Revenue	28,231	5.69	17,983	3.55	10,248	61,092	4.21	52,209	3.55	8,883
Total Revenue	345,795	69.66	331,005	65.30	14,790	985,545	67.85	961,052	65.31	24,493
Dietary										
Wages	71,498	14.40	67,996	13.41	(3,501)	209,082	14.39	197,700	13.43	(11,382)
Benefits	16,922	3.41	17,965	3.54	1,042	50,025	3.44	52,232	3.55	2,207
Supplies	1,900	0.38	2,448	0.48	548	4,349	0.30	7,177	0.49	2,828
Equipment Expenses	3,325	0.67	3,227	0.64	(97)	10,719	0.74	9,426	0.64	(1,293)
Purchased Services	-	-	20	0.00	20	-	-	57	0.00	57

Other Operating Expenses	-	-	25	0.00	25	-	-	71	0.00	71
Total Dietary Expenses	93,645	18.86	91,681	18.09	(1,964)	274,176	18.87	266,664	18.12	(7,512)
Housekeeping										
Wages	31,601	6.37	29,847	5.89	(1,754)	91,086	6.27	86,786	5.90	(4,300)
Benefits	7,253	1.46	7,387	1.46	135	21,497	1.48	21,480	1.46	(17)
Supplies	1,172	0.24	2,552	0.50	1,381	5,525	0.38	7,515	0.51	1,989
Equipment Expenses	3,792	0.76	1,456	0.29	(2,337)	5,033	0.35	4,226	0.29	(807)
Total Housekeeping Expenses	43,817	8.83	41,243	8.14	(2,575)	123,141	8.48	120,007	8.15	(3,135)
Laundry										
Wages	9,785	1.97	12,259	2.42	2,475	33,716	2.32	35,643	2.42	1,927
Benefits	2,232	0.45	3,350	0.66	1,118	7,287	0.50	9,741	0.66	2,454
Supplies	1,376	0.28	1,992	0.39	616	3,856	0.27	5,843	0.40	1,987
Equipment Expenses	2,406	0.48	714	0.14	(1,691)	2,558	0.18	2,074	0.14	(485)
Total Laundry Expenses	15,799	3.18	18,316	3.61	2,518	47,418	3.26	53,301	3.62	5,884
Maintenance										
Wages	16,574	3.34	15,808	3.12	(766)	48,645	3.35	45,895	3.12	(2,750)

Benefits	4,279	0.86	4,746	0.94	467	12,608	0.87	13,778	0.94	1,169
Supplies	1,479	0.30	1,943	0.38	464	2,713	0.19	5,641	0.38	2,928
Equipment Expenses	1,125	0.23	2,850	0.56	1,725	7,537	0.52	8,322	0.57	785
Contracts	4,937	0.99	9,330	1.84	4,392	24,336	1.68	27,989	1.90	3,652
Other Operating Expenses	6,301	1.27	9,847	1.94	3,546	17,182	1.18	28,845	1.96	11,662
Total Maintenance Expenses	34,696	6.99	44,524	8.78	9,828	113,023	7.78	130,469	8.87	17,446
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Admin										
Wages	21,583	4.35	18,271	3.60	(3,313)	62,234	4.28	53,063	3.61	(9,170)
Benefits	5,656	1.14	5,383	1.06	(274)	16,637	1.15	15,632	1.06	(1,005)
Supplies	6,892	1.39	4,088	0.81	(2,804)	10,992	0.76	11,868	0.81	877
Equipment Expenses	2,549	0.51	2,676	0.53	127	2,601	0.18	7,983	0.54	5,382
Purchased Services	957	0.19	2,500	0.49	1,543	2,987	0.21	7,500	0.51	4,513
Staff Costs	3,309	0.67	3,212	0.63	(97)	12,414	0.85	9,473	0.64	(2,941)
Other Operating Expenses	12,835	2.59	6,760	1.33	(6,075)	21,035	1.45	19,706	1.34	(1,329)
Total Admin Expenses	53,781	10.83	42,889	8.46	(10,892)	128,899	8.87	125,226	8.51	(3,673)

Property										
Utilities - Gas/Oil/Propane	9,176	1.85	9,688	1.91	512	31,972	2.20	33,586	2.28	1,613
Utilities - Hydro	35,393	7.13	37,848	7.47	2,455	77,710	5.35	103,788	7.05	26,078
Utilities - Water	6,181	1.25	8,130	1.60	1,949	21,022	1.45	29,678	2.02	8,656
Other Property Expenses	44,613	8.99	44,243	8.73	(369)	125,230	8.62	132,709	9.02	7,479
Total Property Expenses	95,364	19.21	99,910	19.71	4,546	255,934	17.62	299,760	20.37	43,826
Total OA Expenses	337,101	67.91	338,562	66.79	1,461	942,592	64.89	995,428	67.64	52,836
OA - Net Operating Income (Loss)	8,694	1.75	(7,557)	(1.49)	16,251	42,954	2.96	(34,375)	(2.34)	77,329
Over/Under Spending	(44,988)	(9.06)	(46,323)	(9.14)	(1,335)	(191,518)	(13.18)	(134,156)	(9.12)	57,362
Operating Income (Loss)	(36,294)	(7.31)	(53,880)	(10.63)	17,586	(148,564)	(10.23)	(168,531)	(11.45)	19,967

VICTORIA MANOR

Variance Explanations

March 2018

Current Month			Year-to-Date		
Actual	Budget	Variance	Actual	Budget	Variance

NURSING REVENUE	566,423	555,591	10,831	1,635,936	1,616,246	19,690
MTD Nursing revenue is favorable (\$11K) mainly due higher Hi-Intensity claims revenue (\$17K), offset by lower BSO funding (\$6K).						
YTD Nursing revenue is favorable (\$20K) mainly due to higher Hi-Intensity claims revenue (\$27K), offset by lower BSO funding (\$7K).						

NURSING EXPENSES - DIRECT	534,090	555,569	21,480	1,625,900	1,615,249	(10,651)
MTD Direct wages are favorable (\$21K) due to lower RN wages (\$51K), lower RPN wages (\$24K), lower PSW wages (\$6K), lower BSO wages (\$6K), lower MDS-RAI (\$1K), lower PSW-HIN Supplementary staffing (\$1K), offset by higher benefits (\$29K), higher agency wages (\$39K).						
YTD Direct wages are unfavorable (\$11K) due to higher benefits (\$46K), higher agency wages (\$48K), offset by lower RN wages (\$31K), lower RPN wages (\$29K), lower PSW wages (\$9K), lower PSW-HIN supplementary staffing (\$3K), lower BSO (\$7K), lower MDS-RAI (\$4K).						

NURSING EXPENSES - ADMIN	80,614	50,781	(29,833)	209,929	147,875	(62,053)
MTD Nursing Admin expenses are unfavorable (\$30K) mainly due to higher wages (\$1K), higher benefits (\$1K), higher equipment expenses (\$4K), higher hi-intensity cost (\$18K), and higher medical supplies (\$5K).						
YTD Nursing Admin expenses are unfavorable (\$62K) mainly due to higher wages (\$10K), higher benefits (\$4K), higher hi-intensity costs (\$30K), higher equipment expenses (\$9K), higher medical supplies (\$10K), higher physician fees (\$1K), offset by lower staff cost (\$1K).						

PROGRAM REVENUE	60,912	61,136	(224)	177,405	178,611	(1,206)
MTD Program revenue is in line with budget.						
YTD Program revenue is unfavorable (\$1K) due to lower physio funding (\$1K).						

PROGRAM EXPENSES	57,669	56,699	(970)	169,080	165,888	(3,192)
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MTD Program expenses are in line with budget.

YTD Program expenses are unfavorable (\$3K) due to higher wages (\$7K), offset by lower equipment expenses (\$1K), lower staff costs (\$1K), lower supplies (\$1K), and lower physio expenses (\$1K).

FOOD REVENUE	46,314	46,314	-	134,460	134,460	-
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MTD Food revenue is in line with budget.

YTD Food revenue is in line with budget.

FOOD EXPENSES	43,671	46,314	2,643	130,627	134,460	3,833
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MTD Food expenses are favorable (\$3K).

YTD Food expenses are favorable (\$4K).

ACCOMMODATION REVENUE	345,795	331,005	14,790	985,545	961,052	24,493
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MTD Accommodations revenue is favorable (\$15K) mainly due to higher preferred revenue (\$5K), higher vendors rebates (\$12K), higher other revenue from haircare (\$1K), offset by lower accreditation funding (\$2K), lower incontinence revenue (\$1K).

YTD Accommodations revenue is favorable (\$24K) mainly due to higher preferred revenue (\$16K), higher vendors rebates (\$17K), offset by lower accreditation funding (\$5K), lower other revenue from foot care (\$1K), and lower incontinence revenue (\$2K).

DIETARY EXPENSES	93,645	91,681	(1,964)	274,176	266,664	(7,512)
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MTD Dietary expenses are unfavorable (\$2K) due to higher wages (\$3K), offset by lower benefits (\$1K).

YTD Dietary expenses are unfavorable (\$8K) due to higher wages (\$11K), higher equipment expenses (\$3K), offset by lower benefits (\$2K), lower dishes, cutlery, and utensil expenses (\$2K), lower supplies (\$2K), and lower bedding and linen (\$1K).

HOUSEKEEPING EXPENSES	43,817	41,243	(2,575)	123,141	120,007	(3,135)
MTD Housekeeping expenses are unfavorable (\$3K) due to higher wages (\$2K), higher equipment expenses (\$2K), offset by lower supplies (\$1K).						
YTD Housekeeping expenses are unfavorable (\$3K) due to higher wages (\$4K), higher equipment expenses (\$1K), offset by lower supplies (\$2K).						

LAUNDRY EXPENSES	15,799	18,316	2,518	47,418	53,301	5,884
MTD Laundry expenses are favorable (\$3K) mainly due lower wages (\$2K), lower benefits (\$1K), lower supplies (\$1K), offset by higher equipment expense (\$2K).						
YTD Laundry expenses are favorable (\$6K) mainly due to lower wages (\$2K), lower benefits (\$2K), and lower bedding and linen (\$2K).						

MAINTENANCE EXPENSES	34,696	44,524	9,828	113,023	130,469	17,446
MTD Maintenance expenses are favorable (\$10K) due to lower building repair (\$1K), lower equipment expenses (\$2K), lower fire system expenses (\$1K), lower heating and air conditioning (\$1K), lower landscaping and snow removal (\$1K), lower contracted services (\$1K), and lower plumbing (\$2K).						
YTD Maintenance expenses are favorable (\$17K) due to lower alarm (\$1K), lower elevator expenses (\$1K), lower building repair expenses (\$2K), lower equipment expenses (\$1K), lower generator expenses (\$2K), lower heating and air conditioning (\$7K), lower contracted services (\$4K), lower plumbing (\$7K), lower supplies (\$3K), offset by higher wages (\$2K), higher electrical expenses (\$2K), higher fire system (\$1K), and higher landscaping and snow removal (\$7K).						

ADMINISTRATION EXPENSES	53,781	42,889	(10,892)	128,899	125,226	(3,673)
MTD Admin expenses are unfavorable (\$11K) mainly due to higher wages and benefits (\$4K), higher association fees (\$1K), higher communication expenses (\$1K), higher computer expenses (\$4K), higher supplies (\$3K), higher professional fees (\$2K), offset by lower purchased services (\$2K), lower bad debt and collection costs (\$1K).						

YTD Admin expenses are unfavorable (\$4K) due to higher wages and benefits (\$10K), higher association fees (\$2K), higher communication expenses (\$1K), higher computer expenses (\$5K), higher staff cost (\$3K), offset by lower bad debt and collection costs (\$2K), office equipment expenses (\$5K), lower professional fees (\$4K), lower purchased services (\$5K), lower supplies (\$1K).

FACILITY EXPENSES	95,364	99,910	4,546	255,934	299,760	43,826
<p>MTD Facility expenses are favorable (\$5K) due to lower management fees (\$1K), lower gas expenses (\$1K), lower hydro expenses (\$2K), lower water and sewage (\$2K), offset by higher waste removal (\$1K).</p> <p>YTD Facility expenses are favorable (\$44K) due to lower management fees (\$7K), lower gas expenses (\$2K), lower hydro expenses (\$26K), lower water and sewage (\$9K), and lower waste removal (\$1K).</p>						

CAPITAL PURCHASES	11,003	10,118	(885)	11,003	30,354	19,351
<p>Capital Purchases include:</p> <p>JAN 2018 - No capital purchases.</p> <p>FEB 2018 - No capital purchases.</p> <p>MAR 2018 - High/low Beds VM-18-06 (\$11,002.71).</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 Target
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Reduce transfers to Emergency department	26.94	24.00
Improve Resident Satisfaction	92.00	92.00
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

- 140 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 – action plan development completed and on target
- Shift Report quality improvement initiative to begin April 5 – team has developed action plan and on target

Sienna Support Services Updates

Sienna Partner Visits

- April 26–VP Operations Quality Informatics Partner
- April 26–Clinical Partner

Projects, Location Events and other

- Volunteer Appreciation Paint Night April 26. More than 50 volunteers were recognized

Long Term Care Update

1. Occupancy (data since last report):

- 97.23% occupancy
- 2 Discounted Private or Semi-private beds (under 60%)
- 17 move ins and 12 discharges

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

Visitor	Date	Drivers and Actions
No visits this month		

3. Written & Verbal Complaints Summary:

Complaint	Date	Outcomes
N/A		

4. Compliments Summary:

Compliment	Date	Outcomes
Acknowledged in a newspaper article for the warm reception family received when moving a resident into the home	April 25, 2018	

5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
Health and Safety Week scheduled for May	May 7 to May 13, 2018	

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

Resident & Family Satisfaction Survey Scores	Date	Outcomes
Director of Care attended Resident Council meeting	April 12, 2018	This action is in follow up to the Resident satisfaction action plan
Meet and greet with managers and residents will be held in May	May 8, 2018	This action is in follow up to the Resident satisfaction action plan

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
Family Council meeting held April 11, 2018. Administrator attended to review satisfaction survey results, program evaluations, 2018 quality improvement plan	April 11, 2018 at 7:00 pm	Families assisted in the development of an action plan to improve family satisfaction results.

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 @ 04/30/18	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	\$11,003	\$12,000
VM18-06 2 nd Servery Renovations	0	\$40,000

VM18-07 Blixer	0	\$6,000
Total 2018 Approved Capital		\$151,476.00
Total 2018 Remaining		\$140,473.00

11. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
1	6	0	1	0	0

12. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
April 1, 2018 at 10:59 am; April 1, 2018 at 4:00 pm;	Code Red	Provided education to new registered staff