



May 2018 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: June 18, 2018

Information for the Month of: May 2018

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings: April 2018

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Resident Days	4,822	4,905	(83)	19,348	19,621	(273)
Occupancy %	96.83%	98.5%	-1.7%	97.1%	98.5%	(1.4%)
Nursing Envelope Funds	547,120	552,229	(5,109)	2,183,056	2,168,475	14,581
Nursing Expenses	636,276	583,521	(52,755)	2,472,104	2,346,645	(125,459)
Net Nursing Envelope	(89,155)	(31,292)	(57,864)	(289,048)	(178,170)	(110,878)
Program Envelope Funds	60,260	60,722	(462)	237,665	239,333	(1,668)
Program Expenses	54,907	55,113	205	223,987	221,001	(2,986)
Net Program Envelope	5,353	5,609	(257)	13,678	18,332	(4,654)
Food Envelope Funds	44,820	44,820	-	179,280	179,280	-
Food Expenses	45,773	44,820	(953)	176,400	179,280	2,880
Net Food Envelope	(953)	-	(953)	2,880	-	2,880
Accommodation Revenue	324,446	320,351	4,095	1,309,991	1,281,403	28,588
Accommodation Expenses						
Dietary Expenses	101,578	86,618	(14,960)	375,754	353,283	(22,472)
Housekeeping Expenses	47,661	39,053	(8,608)	170,802	159,059	(11,743)
Laundry Expenses	15,332	16,642	1,310	62,749	69,943	7,194
Maintenance Expenses	41,703	43,639	1,936	154,726	174,108	19,382
Administration Expenses	38,653	41,518	2,865	167,552	166,744	(808)
Facility Expenses	66,224	86,662	20,437	322,159	386,422	64,263
Accommodation Expenses	311,151	314,131	2,980	1,253,743	1,309,559	55,816

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to- Date Actual	Year-to- Date Budget	Year-to- Date Variance
Other Accommodation - NOI	13,295	6,220	7,075	56,249	(28,156)	84,405
Over/Under Adjustment	(83,853)	(25,682)	(903)	(275,371)	(159,838)	2,880
Net Operating Income	(70,558)	(19,463)	(51,095)	(219,122)	(187,994)	(31,128)
Capital Reserve	(12,623)	(26,761)	14,138	(92,906)	(107,044)	14,138
Net Income (Loss)	(83,181)	(46,224)	(36,957)	(312,027)	(295,037)	(16,990)

Variance Explanations

Nursing Revenue: Month-to-Date (MTD) and Year-to-Date (YTD) Nursing revenue is favorable (\$15K) mainly due to higher Hi-Intensity claims revenue (\$26K), offset by lower BSO funding (\$12K).

Nursing Expenses – Direct: MTD & YTD Direct wages are unfavorable (\$61K) due to higher benefits (\$37K), higher agency wages (\$74K), higher PSW wages (\$13K), offset by lower RN wages (\$19K), lower RPN wages (\$23K), lower BSO (\$12K), lower PSW-HIN supplementary staffing (\$4K), and lower MDS-RAI (\$6K).

Nursing Expenses – Administration: MTD & YTD Nursing Admin expenses are unfavorable (\$65K) mainly due to higher wages (\$12K), higher benefits (\$8K), higher equipment expenses (\$11K), higher hi-intensity costs (\$30K), higher incontinence supplies (\$1K), higher medical supplies (\$12K), higher physician fees (\$1K), offset by lower staff cost (\$2K), and lower recovered costs (\$8K).

Program Expenses: MTD & YTD Program expenses are unfavorable (\$3K) due to higher wages (\$6K), higher benefits (\$2K), offset by lower equipment expenses (\$1K), lower staff costs (\$1K), lower supplies (\$1K), lower transportation cost (\$1K), and lower physio expenses (\$1K).

Food Expenses: MTD & YTD Food expenses are favorable (\$3K).

Accommodation Revenue: MTD & YTD Accommodations Revenue is favorable (\$29K) mainly due to higher preferred revenue (\$22K), higher vendors rebates (\$18K), offset by lower accreditation funding (\$7K), lower other revenue from foot care and haircare (\$2K), and lower incontinence revenue (\$2K).

Dietary Expenses: MTD & YTD Dietary expenses are unfavorable (\$22K) due to higher wages (\$27K), higher equipment expenses (\$2K), offset by lower benefits (\$1K), lower dishes, cutlery, and utensil expenses (\$2K), lower supplies (\$2K), and lower bedding and linen (\$1K).

Housekeeping Expenses: MTD & YTD Housekeeping expenses are unfavorable (\$12K) due to higher wages (\$12K), higher benefits (\$1K), higher equipment expenses (\$1K), offset by lower supplies (\$2K).

Laundry Expenses: MTD & YTD Laundry expenses are favorable (\$7K) mainly due to lower wages (\$1K), lower benefits (\$3K), and lower bedding and linen (\$3K).

Maintenance Expenses: MTD & YTD Maintenance expenses are unfavorable (\$1K) due to higher wages (\$12K), higher benefits (\$1K), higher association fees (\$2K), higher communication expenses (\$1K), higher computer expenses (\$5K), higher staff cost (\$2K), higher travel expenses (\$1K), offset by lower bad debt and collection costs (\$2K), lower office equipment expenses (\$8K), lower professional fees (\$6K), lower purchased services (\$4K), and lower supplies (\$3K).

Facility Expenses: MTD & YTD Facility expenses are favorable (\$64K) due to lower management fees (\$9K), lower gas expenses (\$1K), lower hydro expenses (\$43K), lower water and sewage (\$10K), and lower waste removal (\$3K).

Table 2: Year to Date Capital Expenses: April 2018

Capital Expense	Year-to-Date Expenses	Approved 2018 Budget
VM18-01 Circulating Pipe Repairs	\$35,446.38	\$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	\$11,002.71	\$12,000
VM18-06 2 nd Servery Renovations	0	\$40,000
VM18-07 Blixer	0	\$6,000
Totals	\$46,449.09	\$151,476.00

Scorecard: Quality

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

Indicator	2017 Q2-3 Current Performance	Target
Reduce transfers to Emergency department	26.94	37.00
Improve Resident Satisfaction	92.00	89.00
Reduce Antipsychotic medications	22.11	24.00
Reduce stage 2-4 pressure ulcers	4.34	4.50
Reduce the number of falls	22.90	23.00
Reduce the number of restraints	7.24	3.10

Ministry of Health and Long-Term Care (MOHLTC) Compliance Orders /Inspection Findings Summary

Annual Resident Quality Inspection completed March 5 to 9, March 12 to 16 and March 19 to 22. Awaiting public inspection report

Scorecard: People

Employee Engagement Survey

- 6 team members were recognized by family members and peers through the Spot A Star program
- Long Term Care Quality Improvement Plan has been developed to address results
- Quality of Work-Life Committee hosted 2 events for team members in May. A bar-b-que was held for all shifts on May 15th. All women working on Mother's Day was given a small tree seedling
- Team members from Human Services rode the Big Bike for Heart and Stroke raising more than \$3,000 for the heart and stroke foundation.

Sienna Support Services Updates

Sienna Partner Visits:

- May 14 and May 15 – VP Operations
- May 15 – Quality Informatics Partner

- May 22 – Resident Experience Partner

Projects, Location Events and Other

- Mother's Day tea held on May 12th. 100 resident and family members attended.

Long Term Care Update

Occupancy (data since last report)

- 97.1% occupancy
- 2 Discounted Private or Semi-private beds (under 60%)
- 10 move ins and 9 discharges

Regulatory visits i.e. MOL, Public Health

Electrical Safety Association inspector completed mandatory inspection on May 28th. No findings or corrections required.

Written and Verbal Complaints Summary

May 9, 2018: written complaint received from a family who felt staff did not respond to voice mail in a timely manner. Voice mail message updated to include emergency contact information and information on response expectations. Complaint resolved.

May 12, 2018 verbal complaint received from a family who felt staff did not set up food tray correctly. Actions initiated. Complaint resolved.

May 16, 2018 verbal complaint and May 16, 2018 written complaint from a family who felt food was removed from their Mother took quickly after dinner. DOC, ADOC and Administrator met with family. Actions as discussed were initiated. Outcome pending.

Compliments Summary

May 2018: Received a card from a family member thanking the team for their comfort and support

Occupational Health and Safety Issues

The bed relocation project in resident rooms has been completed.

Resident and Family Satisfaction Survey

Residents hosted a "Meet the Managers" tea with the goal to get to know managers better. Notice provided to residents and families on the upcoming installation of the new telephone system by the end of the summer.

Resident/Family Council Updates

Director of Care attended Resident Council meeting. Family Council did not meet in May.

Emergency Preparedness and Environmental concerns

Code Red fire drills held on May 19, 2018 days, May 18, 2018 evenings and May 20, 2018 nights.