



# **July 2018 Victoria Manor Operations Report to Committee of Management**

## **Non-Confidential Report**

**Submission Date: September 10, 2018**

**Information for the Month of: July 2018**

## Financials

**Table 1: Victoria Manor Executive Summary Statement of Earnings: June 2018**

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	4,885	4,905	(20)		29,300	29,595
Occupancy %	98.09%	98.5%	-0.4%		97.5%	98.5%
Nursing Envelope Funds	566,180	552,229	13,951	3,323,532	3,290,695	32,837
Nursing Expenses	584,142	583,521	(621)	3,687,962	3,552,650	(135,312)
<b>Net Nursing Envelope</b>	<b>(17,962)</b>	<b>(31,292)</b>	<b>13,330</b>	<b>(364,429)</b>	<b>(261,955)</b>	<b>(102,475)</b>
Program Envelope Funds	60,507	60,722	(215)	360,856	362,408	(1,552)
Program Expenses	55,843	55,113	(730)	341,609	333,449	(8,159)
<b>Net Program Envelope</b>	<b>4,664</b>	<b>5,609</b>	<b>(945)</b>	<b>19,248</b>	<b>28,959</b>	<b>(9,711)</b>
Food Envelope Funds	44,820	44,820	0	270,414	270,414	0
Food Expenses	44,452	44,820	369	270,258	270,414	156
<b>Net Food Envelope</b>	<b>369</b>		<b>369</b>	<b>156</b>		<b>156</b>
<b>Accommodation Revenue</b>	<b>329,326</b>	<b>320,351</b>	<b>8,975</b>	<b>1,980,905</b>	<b>1,932,759</b>	<b>48,146</b>
<b>Accommodation Expenses</b>						
Dietary Expenses	89,497	86,618	(2,879)	560,628	532,645	(27,983)
Housekeeping Expenses	38,061	39,053	992	253,245	239,908	(13,337)
Laundry Expenses	17,505	16,642	(864)	98,146	104,389	6,243
Maintenance Expenses	46,021	44,452	(1,569)	233,674	263,115	29,441
Administration Expenses	39,910	41,518	1,608	221,933	251,152	29,218
Facility Expenses	64,583	105,543	40,960	467,072	564,791	97,719

	<b>Current Month Actual</b>	<b>Current Month Budget</b>	<b>Current Month Variance</b>	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
<b>Accommodation Expenses</b>	<b>295,577</b>	<b>333,825</b>	<b>38,248</b>	<b>1,834,698</b>	<b>1,955,999</b>	<b>121,301</b>
<b>Other Accommodation - NOI</b>	<b>33,749</b>	<b>(13,475)</b>	<b>47,224</b>	<b>146,207</b>	<b>(23,240)</b>	<b>169,447</b>
Over/Under Adjustment	(13,085)	(25,682)	156	(345,182)	(232,996)	156
<b>Net Operating Income</b>	<b>20,664</b>	<b>(39,157)</b>	<b>59,821</b>	<b>(198,975)</b>	<b>(256,236)</b>	<b>57,261</b>
Capital Reserve	(55,037)	(26,761)	(28,276)	(160,566)	(160,566)	0
<b>Net Income (Loss)</b>	<b>(34,373)</b>	<b>(65,918)</b>	<b>31,545</b>	<b>(359,540)</b>	<b>(416,802)</b>	<b>57,261</b>

## Variance Explanations

Nursing Revenue: Year-to-Date (YTD) Nursing revenue is favorable (\$33K) mainly due to higher Hi-Intensity claims revenue (\$39K) and higher RPN initiative funding (\$1K), offset by lower BSO funding (\$7K).

Nursing Expenses – Direct: YTD wages are unfavorable (\$65K) due to higher benefits (\$8K), higher agency wages (\$105K), higher PSW wages (\$20K), offset by lower RN wages (\$16K), lower RPN wages (\$33K), lower BSO (\$7K), lower PSW-HIN supplementary staffing (\$6K), and lower MDS-RAI (\$6K).

Nursing Expenses – Administration: Admin expenses are unfavorable (\$70K) mainly due to higher wages (\$14K), higher benefits (\$10K), higher equipment expenses (\$10K), higher hi-intensity costs (\$44K), higher incontinence supplies (\$2K), higher medical supplies (\$16K), higher physician fees (\$2K), offset by lower computer expense (\$2K), lower staff cost (\$3K), and lower recovered costs (\$24K).

Program Revenue: YTD Program revenue is unfavorable (\$2K) due to lower physio funding (\$2K).

Program Expenses: YTD Program expenses are unfavorable (\$8K) due to higher wages (10K), higher benefits (\$2K), higher supplies (\$1K), offset by lower equipment expenses (\$1K), lower staff costs (\$1K), lower transportation cost (\$1K), and lower physio expenses (\$1K).

Accommodation Revenue: YTD Accommodations Revenue is favorable (\$48K) mainly due to higher preferred revenue (\$33K), higher vendor rebates (\$30K), offset by lower accreditation funding (\$10K), lower other revenue from foot care and hair care (\$1K), lower donation revenue (\$1K), and lower incontinence revenue (\$4K).

Dietary Expenses: YTD Dietary expenses are unfavorable (\$28K) due to higher wages (\$38K), higher equipment expenses (\$1K), offset by lower benefits (\$3K), lower dishes, cutlery, and utensil expenses (\$3K), lower supplies (\$2K), and lower bedding and linen (\$2K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$13K) due to higher wages and benefits (\$18K), offset by lower supplies (\$3K) and lower equipment expenses (\$2K).

Laundry Expenses: YTD Laundry expenses are favorable (\$6K) mainly due to lower benefits (\$4K), lower bedding and linen (\$3K), offset by higher equipment expenses (\$1K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$29K) due to lower benefits (\$2K), lower alarm (\$3K), lower building repair (\$2K), lower elevator expenses (\$3K), lower equipment expenses (\$2K), lower generator expenses (\$5K), lower heating and air conditioning (\$9K), lower contracted services (\$5K), lower lighting (\$2K), lower plumbing (\$7K), lower pest control (\$1K), lower supplies (\$3K), offset by higher wages (\$5K), higher electrical expenses (\$4K), higher fire system (\$2K), and higher landscaping and snow removal (\$5K).

Administration Expenses: YTD Administration expenses are favorable (\$29K) due to lower bad debts (\$2K), lower office equipment expenses (\$13K), lower professional fees partly due to release of \$25K arbitration costs (\$34K), lower purchased services (\$7K), lower supplies (\$7K), offset by higher wages (\$17K), higher benefits (\$2K), higher association fees (\$3K), higher communication expenses (\$2K), higher computer expenses (\$6K), higher paper supplies (\$2K), higher staff cost (\$1K), and higher travel expenses (\$2K).

Facility Expenses: YTD Facility expenses are favorable (\$98K) due to lower management fees (\$10K), lower gas expenses (\$7K), lower hydro expenses (\$58K), lower water and sewage (\$21K), and lower waste removal (\$2K).

**Table 2: Year to Date Capital Expenses: June 2018**

Capital Expense	Year-to-Date Expenses	Approved 2018 Budget
VM18-01 Circulating Pipe Repairs	\$21,547	\$33,000
VM18-02 Kitchen Steamer and Soup Kettle Replacement	0	\$20,000
VM18-03 Resident Room Furniture Replacement	\$20,391.40	\$22,000
VM18-04 MacMillan Common Area Furniture	\$10,362.22	\$18,476
VM18-05 Hi Low Electric Beds	\$11,002.71	\$12,000
VM18-06 2 <sup>nd</sup> Servery Renovations	0	\$40,000

Capital Expense	Year-to-Date Expenses	Approved 2018 Budget
VM18-07 Blixer	\$4,675.16	\$6,000
<b>Totals</b>	<b>\$67,978.49</b>	<b>\$151,476.00</b>

## Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 4 (January to March 2018) results.

Indicator	2017 Q4 Current Performance	Target
Reduce transfers to Emergency department	26.94	37.00
Improve Resident Satisfaction	92.00	89.00
Reduce Antipsychotic medications	19.50	24.00
Reduce stage 2-4 pressure ulcers	4.90	4.50
Reduce the number of falls	14.2	23.00
Reduce the number of restraints	11.80	3.10

We will continue with action plan that was developed in March 2018 to address performance and meet targets.

## 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

### Sienna Support Services Updates

Sienna Partner Visits:

- July 9 – Infection Prevention and Control Partner

- July 16 – VP Operations
- July 19 – Building Services Partner
- July 24 – Resident Care Partner
- July 25 – Dietary and Environmental Services Partner

### **Projects, Location Events and Other**

- Annual butterfly release by residents

## **Long Term Care Update**

### **Occupancy (data since last report)**

- 97.5% occupancy
- 2 Discounted Private or Semi-private beds (under 60%)
- 13 move ins and 14 discharges

### **Regulatory visits i.e. MOL, Public Health**

No regulatory inspections completed in July.

### **Written and Verbal Complaints Summary**

July 18, 2018 verbal complaint received from a POA who wanted the home to address a number of resident concerns and felt that the home wasn't dealing with the residents' complaints. Because the resident involved is cognitively well, when asked if there were any concerns, the resident stated they had none. Resident also refused the offer of a care conference. POA was informed of resident's decision. Complaint resolved.

July 30, 2018 written complain received from family member who stated that a staff member told her that her mother was old. Investigation completed. Waiting on dates from family so a meeting may be held.

### **Compliments Summary**

Nothing to report

### **Occupational Health and Safety Issues**

Nothing to report

### **Resident and Family Satisfaction Survey**

Resident and Family Satisfaction Surveys will be distributed in September.

### **Resident/Family Council Updates**

Associate Director of Care attended Resident Council meeting.

### **Emergency Preparedness and Environmental concerns**

Code Red fire drills held on July 28, 2018 days, July 13, 2018 evenings and July 27, 2018 nights.

Code Orange drill held on July 18, 2018 days.

Code Black drill held on July 30, 2018 evenings

Code White drill held on July 26, 2018 evenings.

Code Grey drill held on July 23, 2018 days and July 26, 2018 nights.