



January 2018 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: March 19, 2018

Information for the Month of: January 2018

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings

December 2017

		Current Month					Year-to-Date				
		Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days		5,019		5,069		(50)	59,093		59,681		(588)
Occupancy %		97.53%		98.5%		-1.0%	97.5%		98.5%		(1.0%)
Nursing Envelope Funds		569,882	113.54	551,377	108.78	18,505	6,533,418	110.56	6,436,745	107.85	96,672
Nursing Expenses		741,460	147.73	616,242	121.58	(125,218)	6,991,290	118.31	6,969,079	116.77	(22,210)
Net Nursing Envelope		(171,578)	(34.19)	(64,865)	(12.80)	(106,713)	(457,872)	(7.75)	(532,334)	(8.92)	74,462
Program Envelope Funds		60,912	12.14	60,571	11.95	342	716,253	12.12	712,847	11.94	3,406
Program Expenses		61,740	12.30	58,217	11.49	(3,523)	681,989	11.54	675,242	11.31	(6,747)
Net Program Envelope		(827)	(0.16)	2,354	0.46	(3,181)	34,263	0.58	37,605	0.63	(3,341)
Food Envelope Funds		46,314	9.23	44,127	8.71	2,187	528,785	8.95	515,802	8.64	12,983
Food Expenses		43,257									

		8.62	44,127	8.71	870	523,435	8.86	515,802	8.64	(7,633)
Net Food Envelope	3,057	0.61	-	-	3,057	5,350	0.09	-	-	5,350
Accommodation Revenue	355,212	70.77	321,844	63.50	33,368	3,975,385	67.27	3,771,492	63.19	203,892
Accommodation Expenses										
Dietary Expenses	97,851	19.50	93,454	18.44	(4,397)	1,086,833	18.39	1,059,329	17.75	(27,504)
Housekeeping Expenses	44,486	8.86	40,336	7.96	(4,150)	474,523	8.03	452,705	7.59	(21,818)
Laundry Expenses	21,237	4.23	16,918	3.34	(4,319)	207,198	3.51	190,369	3.19	(16,830)
Maintenance Expenses	72,124	14.37	40,890	8.07	(31,234)	544,490	9.21	461,660	7.74	(82,830)
Administration Expenses	105,380	21.00	46,794	9.23	(58,586)	571,395	9.67	545,834	9.15	(25,561)
Facility Expenses	85,899	17.11	93,384	18.42	7,485	990,375	16.76	1,113,197	18.65	122,821
Accommodation Expenses	426,977	85.07	331,776	65.45	(95,201)	3,874,815	65.57	3,823,093	64.06	(51,722)
Other Accommodation - NOI	(71,765)	(14.30)	(9,932)	(1.96)	(61,833)	100,570	1.70	(51,600)	(0.86)	152,170
Over/Under Adjustment	(174,698)	(34.81)	(62,511)	(12.33)	5,350	(423,609)	(7.17)	(494,730)	(8.29)	5,350
Net Operating Income	(246,463)	(49.11)	(72,443)	(14.29)	(174,019)	(323,039)	(5.47)	(546,330)	(9.15)	223,291
Capital Reserve	(55,037)	(11)	(26,761)	(5)	(28,276)	(321,131)	(5)	(321,131)	(5)	-

Net Income (Loss)

(301,499) (60.07) (99,204) (19.57) (202,295) (644,170) (10.90) (867,461) (14.53) 223,291

VICTORIA MANOR

Variance Explanations

December 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	569,882	551,377	18,505	6,533,418	6,436,745	96,672
<p>MTD Nursing revenue is favorable (\$19K) mainly due higher BSO funding (\$16K), and higher pay equity funding (\$2K).</p> <p>YTD Nursing Revenue is favorable (\$97K) due to monthly high wage cost transition funding received from MOH not included in budget (\$29K), higher RPN initiative revenue (\$2K), higher Hi-Intensity Claims revenue (\$63K), and higher BSO funding (\$2K).</p>						
NURSING EXPENSES - DIRECT	611,485	561,842	(49,643)	6,188,997	6,312,380	123,383
<p>MTD Direct wages are unfavorable (\$50K) due to higher PSW wages (\$21K), higher RPN wages (\$15K), higher RN wages (\$35K), higher BSO wages (\$15K), offset by lower benefits (\$31K), lower agency wages (\$4K), lower MDS RAI (\$1K).</p> <p>YTD Direct wages are favorable (\$123K) mainly due to lower RN wages (\$23K), lower RPN Wages (\$1K), lower BSO wages (\$2K), lower MDS RAI wages (\$13K), lower benefits (\$101K), lower RN and RPN Agency (\$86K), offset by higher PSW wages (\$102K).</p>						
NURSING EXPENSES - ADMIN	129,975	54,400	(75,575)	802,293	656,699	(145,594)
<p>MTD Nursing Admin expenses are unfavorable (\$76K) mainly due to higher medical supplies (\$79K), higher wages (\$1K), offset by lower purchased services (\$2K), lower equipment expenses (\$1K), lower high intensity costs (\$1K).</p> <p>YTD Nursing Admin expenses are unfavorable (\$146K) mainly due to higher wages (\$11K), higher medical supplies (\$109), higher hi-intensity costs (\$63K), higher computer repairs (\$1K), higher physician on call (\$1K), offset by lower staff cost (\$6K), unused travel budget (\$3K), lower incontinent supplies (\$2K), lower purchased services (\$20K), and lower equipment expense (\$8K).</p>						

PROGRAM REVENUE	60,912	60,571	342	716,253	712,847	3,406
<p>MTD Program revenue is in line with budget.</p> <p>YTD Program revenue is favorable (\$3K) mainly due to pay equity funding received but not budgeted (\$1K) and higher physio funding (\$2K).</p>						
PROGRAM EXPENSES	61,740	58,217	(3,523)	681,989	675,242	(6,747)
<p>MTD Program expenses are unfavorable (\$4K) mainly due to higher wages (\$1K), higher supplies (\$3K), and higher equipment expenses (\$1K), offset by lower physio and exercise expenses (\$1K).</p> <p>YTD Program expenses are unfavorable (\$7K) due to higher equipment expenses (\$10K), higher physio and exercise expenses (\$1K), and higher staff cost (\$1K), offset by lower supplies (\$2K), and lower purchased services (\$4K).</p>						
FOOD REVENUE	46,314	44,127	2,187	528,785	515,802	12,983
<p>MTD Food revenue is favorable (\$2K) due to increase in per diem funding to \$9.</p> <p>YTD Food revenue is favorable (\$13K) due to increase in per diem funding to \$9 effective July 2017.</p>						
FOOD EXPENSES	43,257	44,127	870	523,435	515,802	(7,633)
<p>MTD Food expenses are favorable (\$1K).</p> <p>YTD Food expenses are unfavorable (\$8K).</p>						
ACCOMMODATION REVENUE	355,212	321,844	33,368	3,975,385	3,771,492	203,892
<p>MTD Accommodations Revenue is favorable (\$33K) mainly due to higher preferred private revenues (\$8K), higher basic accommodation revenue (\$1K), high wage cost transition funding received not budgeted (\$1K), vendor rebates received but not budgeted (\$23K), and other revenue from hair care and foot care (\$2K), offset by accreditation funding budgeted but not received (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$204K) mainly due to higher preferred private revenues (\$87K), higher basic accommodation revenue (\$5K), high wage cost transition funding received not budgeted (\$9K), vendor rebates received but not budgeted (\$87K), other revenue from hair care and foot care (\$2K), and prior period reconciliation impacting revenue (\$34K), offset partly by accreditation funding budgeted but not received (\$20K).</p>						
DIETARY EXPENSES	97,851	93,454				

			(4,397)	1,086,833	1,059,329	(27,504)
<p>MTD Dietary expenses are unfavorable (\$4K) due to higher dishes, cutlery, and utensil expenses (\$7K) offset by lower wages (\$3K).</p> <p>YTD Dietary expenses are unfavorable (\$27K) mainly due to higher wages (\$20K), higher benefits (\$4K), higher supplies (\$2K), higher dishes, cutlery and utensils (\$10K), offset by lower equipment expenses (\$8K).</p>						
HOUSEKEEPING EXPENSES	44,486	40,336	(4,150)	474,523	452,705	(21,818)
<p>MTD Housekeeping expenses are unfavorable (\$4K) due to higher wages (\$4K) and higher benefits (\$1K), offset by lower equipment expenses (\$1K).</p> <p>YTD Housekeeping expenses are unfavorable (\$22K) mainly due to higher wages (\$12K), higher benefits (\$10K), higher chemical and cleaning supplies (\$2K), higher paper supplies (\$2K), offset by lower equipment expenses (\$2K), and lower other supplies (\$2K).</p>						
LAUNDRY EXPENSES	21,237	16,918	(4,319)	207,198	190,369	(16,830)
<p>MTD Laundry expenses are unfavorable (\$4K) mainly due to higher bedding and linen (\$4K).</p> <p>YTD Laundry expenses are unfavorable (\$17K) due to higher wages (\$8K), higher chemical and cleaning supplies (\$3K), and higher bedding and linen (\$7K), offset by lower equipment expenses (\$1K).</p>						
MAINTENANCE EXPENSES	72,124	40,890	(31,234)	544,490	461,660	(82,830)
<p>MTD Maintenance expenses are unfavorable (\$31K) due to higher building repair expenses (\$1K), higher electrical expenses (\$3K), higher heating expenses (\$26K), higher maintenance contracts budget (\$2K), higher landscaping (\$2K), offset by lower elevator expenses (\$1K), lower equipment expenses (\$2K), and lower fire system (\$1K).</p> <p>YTD Maintenance expenses are unfavorable (\$83K) due to higher wages and benefits (\$9K), higher plumbing repairs (\$31K), higher HVAC expenses (\$62K), higher generator expenses (\$13K), higher fire system (\$6K), higher building repairs (\$8K), and higher electrical expenses (\$17K); these are offset by lower benefits (\$1K), lower elevator expenses (\$8K), lower equipment expenses (\$8K), lower landscaping expenses (\$12K), lower lighting expenses (\$3K), lower maintenance contracts (\$16K), lower grease trap cleaning (\$1K), lower pest control (\$2K), lower supplies expenses (\$11K), and unused staff costs budget (\$1K).</p>						
ADMINISTRATION EXPENSES	105,380	46,794	(58,586)	571,395	545,834	(25,561)

<p>MTD Admin expenses are unfavorable (\$59K) due to higher professional fees (\$60K), higher wages (\$1K), higher equipment expenses (\$4K), higher staff costs (\$3K), higher supplies (\$8K), higher collection fees (\$1K), offset by recovery of bad debts (\$12K), unused wages-agency budget (\$3K), lower purchased services (\$2K), lower postage and courier (\$1K), and lower communication expenses (\$1K).</p> <p>YTD Admin expenses are unfavorable (\$26K) mainly due to higher collection fees (\$2K), higher computer expenses (\$9K), higher professional fees (\$64K), higher purchased services (\$6K), higher staff costs (\$3K), higher supplies (\$8K), higher travel (\$1K), bad debt expense (\$15K), offset by lower wages and benefits (\$11K), unused wages-agency budget (\$37K), unused association fees budget (\$4K), lower accreditation (\$4K), lower equipment expenses (\$23K), lower communication expenses (\$3K), and lower postage and courier (\$1K).</p>						
FACILITY EXPENSES	85,899	93,384	7,485	990,375	1,113,197	122,821
<p>MTD Facility expenses are favorable (\$7K) due to lower hydro expenses (\$14K), lower water and sewage (\$2K), offset by higher gas expenses (\$5K), and higher management fees (\$3K) .</p> <p>YTD facility expenses are favorable (\$123K), due to lower hydro (\$116K), lower water (\$19K), lower waste removal (\$2K), offset by higher management fee (\$15K).</p>						
CAPITAL PURCHASES	-	10,118	10,118	331,236	121,416	(209,820)
<p>Capital Purchases include:</p> <p>JAN 2017 - Flooring (\$9,616), Replacement of fridge condensing unit (\$8,243).</p> <p>FEB 2017 - Automatic door (\$4,020), Common area furniture (\$13,895).</p> <p>MAR 2017 - New tubs (\$3,358), Power supply to AC system for dining room (\$1,272), Screen blind for Elord living room (\$275).</p> <p>APR 2017 - Installation of HVAC system (\$133,942), Tub room phase 4 (\$27,423).</p> <p>MAY 2017 - Resident room furniture (\$4,377), Installation of two ductless condensing units (\$22,174).</p> <p>JUN 2017 - No capital purchases.</p> <p>JUL 2017 - Panasonic wireless phones installation (\$36,760).</p> <p>AUG 2017 - Resident Cafe (\$882), Replacement of "F" Unit (\$21,865).</p> <p>SEP 2017 - Counter tops (\$608); York roof top replacement (\$10,665).</p> <p>OCT 2017 - Portable Phones (\$11,611.63), Wardrobe Cabinet (\$4,268.18).</p> <p>NOV 2017 - Sofa, chairs (\$7,924.67), Vaga furniture (\$6,008.31), Arm chairs (\$2,047.90).</p>						

DEC 2017 - No capital purchases.

Scorecard: Quality

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

Indicator	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

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

Inspection Report Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
No visits in January			

Scorecard: People

1) Employee Engagement Survey

- 7 team members were recognized by family members and peers through the Spot A Star program
- 2018 Operational planning day was held on January 26, 2018. 30 people in attendance. Team member engagement solutions were identified as priorities to include in the homes Long Term Care Quality Improvement Plan

Sienna Support Services Updates

Sienna Partner Visits

- January 26 – Resident Experience Partner
- January 30 – Clinical Partner

Projects, Location Events and other

- Leadership Strategic Planning January 9 and 10
- Physicians Orders Management System through Point Click Care was implemented in nursing January 15 and 16. All Registered staff received education
- Operational Planning Day January 26
- The Gathering Place now offers a lunch special monthly

Long Term Care Update

1. Occupancy (data since last report):

- 97.5% occupancy
- 2 Discounted Private or Semi-private beds (under 60%)

- 13 move ins and 13 discharges

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

Visitor	Date	Drivers and Actions
No regulatory visits this month		

3. Written & Verbal Complaints Summary:

Complaint	Date	Outcomes
No complaints		

4. Compliments Summary:

Compliment	Date	Outcomes
Received email from family member thanking staff for the wonderful care they provide	January 21, 2018	Information shared with team members
Volunteer wrote a letter to in follow up to the recent media coverage re resident to resident abuse. Volunteer stated that her deceased father who was a resident at Victoria Manor had nothing but wonderful care.	January 29, 2018	

5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
No issues noted		

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

Resident & Family Satisfaction Survey Scores	Date	Outcomes
Resident & Family Satisfaction Survey results	January 2018	Administrator will attend resident council meeting to ask residents

shared with resident and family councils		what actions they would like to see in place to address the bottom 3 results
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7. External vacancies and hires:

Position	Full Time Vacancies	Part Time Vacancies	External Hires	Current Status
RN	1	1	0	Screening of resumes and interviews completed weekly
RPN	0	0	0	
PSW	0	3	0	Screening of resumes and interviews completed weekly
Building Services	0	0	0	
Dietary Aide	0	0	0	
Cook	0	1	0	
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		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		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
0	6	0	1	1	0

12. Environmental concerns & emergency preparedness:

January Date	Code Practiced	Outcomes/ Barriers
January 21, 2018 at 11:30 am; January 20, 2018 at 4:30 pm; January 22, 2018 at 4:18 am	Code Red	Education provided to agency registered staff