



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

## **Non-Confidential Report**

**Submission Date: October 15, 2018**

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

# Financials

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

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	5,084	5,069	15		39,466	39,733
Occupancy %	98.80%	98.5%	0.3%		97.8%	98.5%
Nursing Envelope Funds	569,601	569,991	(390)		4,461,308	4,430,677
Nursing Expenses	593,742	622,484	28,742		4,923,662	4,797,617
<b>Net Nursing Envelope</b>	<b>(24,141)</b>	<b>(52,493)</b>	<b>28,352</b>		<b>(462,354)</b>	<b>(366,940)</b>
Program Envelope Funds	62,242	62,353	(111)	485,236	487,114	(1,878)
Program Expenses	56,988	57,336	348	456,707	448,121	(8,586)
<b>Net Program Envelope</b>	<b>5,255</b>	<b>5,017</b>	<b>237</b>	<b>28,530</b>	<b>38,993</b>	<b>(10,464)</b>
Food Envelope Funds	51,872	46,962	4,909	368,600	364,339	4,261
Food Expenses	48,089	46,962	(1,127)	362,642	364,339	1,696
<b>Net Food Envelope</b>	<b>3,783</b>	<b>-</b>	<b>3,783</b>	<b>5,957</b>	<b>-</b>	<b>5,957</b>
<b>Accommodation Revenue</b>	<b>334,667</b>	<b>334,988</b>	<b>(320)</b>	<b>2,655,133</b>	<b>2,602,735</b>	<b>52,398</b>
<b>Accommodation Expenses</b>						
Dietary Expenses	92,443	92,744	301	749,842	718,134	(31,708)
Housekeeping Expenses	43,460	41,796	(1,664)	335,220	323,500	(11,720)
Laundry Expenses	17,817	17,804	(13)	132,123	139,997	7,874
Maintenance Expenses	30,625	44,678	14,052	298,754	352,332	53,578
Administration Expenses	38,255	42,889	4,634	297,804	336,930	39,127
Facility Expenses	73,938	85,317	11,379	613,219	750,688	137,470

	<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>296,539</b>	<b>325,229</b>	<b>28,690</b>	<b>2,426,961</b>	<b>2,621,581</b>	<b>194,620</b>
<b>Other Accommodation - NOI</b>	<b>38,128</b>	<b>9,759</b>	<b>28,369</b>	<b>228,172</b>	<b>(18,847)</b>	<b>247,019</b>
Over/Under Adjustment	(28,127)	(47,476)	13,023	(443,065)	(327,947)	15,198
<b>Net Operating Income</b>	<b>10,001</b>	<b>(37,717)</b>	<b>47,718</b>	<b>(214,893)</b>	<b>(346,794)</b>	<b>131,901</b>
Capital Reserve	(12,623)	(26,761)	14,138	(185,812)	(214,087)	28,276
<b>Net Income (Loss)</b>	<b>(2,622)</b>	<b>(64,477)</b>	<b>61,856</b>	<b>(400,705)</b>	<b>(560,881)</b>	<b>160,177</b>

## Variance Explanations

Nursing Revenue: Year-to-Date (YTD) Nursing revenue is favorable (\$31K) mainly due to higher hi-Intensity claims revenue (\$39K) and higher RPN initiative funding (\$1K), offset by lower BSO funding (\$10K).

Nursing Expenses – Direct: YTD Direct wages are unfavorable (\$63K) due to higher benefits (\$3K), higher agency wages (\$146K), higher PSW wages (\$19K), offset by lower RN wages (\$16K), lower RPN wages (\$63K), lower BSO wages (\$10K), lower PSW-HIN supplementary staffing (\$7K), and lower MDS-RAI (\$9K).

Nursing Expenses – Administration: Admin expenses are unfavorable (\$63K) mainly due to higher wages (\$16K), higher benefits (\$10K), higher equipment expenses (\$8K), higher hi-intensity costs (\$46K), higher incontinence supplies (\$5K), higher medical supplies (\$22K), higher physician fees (\$2K), offset by lower computer expense (\$1K), lower staff cost (\$4K), lower travel expenses (\$1K), and lower recovered costs (\$39K).

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

Program Expenses: YTD Program expenses are unfavorable (\$9K) due to higher wages (10K), higher benefits (\$3K), higher supplies (\$1K), offset by lower equipment expenses (\$1K), lower staff costs (\$2K), lower transportation cost (\$1K), and lower physio expenses (\$1K).

Accommodation Revenue: YTD Accommodations revenue is favorable (\$52K) mainly due to higher basic revenue (\$1K), higher preferred revenue (\$45K), higher vendor rebates (\$26K), offset by lower accreditation funding (\$13K), lower other revenue from foot care and haircare (\$2K), and lower incontinence revenue (\$5K).

Dietary Expenses: YTD Dietary expenses are unfavorable (\$32K) due to higher wages (\$46K), offset by lower benefits (\$5K), lower equipment expenses (\$3K), lower dishes, cutlery, and utensil expenses (\$3K), lower supplies (\$1K), and lower bedding and linen (\$3K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$12K) due to higher wages (\$20K), higher benefits (\$1K), offset by lower supplies (\$6K), and lower equipment expenses (\$4K).

Laundry Expenses: YTD Laundry expenses are favorable (\$8K) mainly due to lower wages (\$3K), lower benefits (\$5K), lower bedding and linen (\$1K), offset by higher chemical and cleaning supplies (\$1K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$54K) due to lower benefits (\$4K), lower alarm (\$4K), lower building repair (\$6K), lower elevator expenses (\$4K), lower equipment expenses (\$4K), lower fire system (\$1K), lower generator expenses (\$4K), lower grease trap cleaning (\$1K), lower heating and air conditioning (\$14K), lower landscaping and snow removal (\$1K), lower lighting (\$2K), lower plumbing (\$14K), lower pest control (\$2K), lower supplies (\$5K), offset by higher wages (\$5K), and higher electrical expenses (\$7K).

Administration Expenses: YTD Administration expenses are favorable (\$39K) due to lower bad debts (\$1K), lower office equipment expenses (\$18K), lower professional fees partly due to release of \$25K arbitration costs (\$42K), lower purchased services (\$10K), lower supplies (\$10K), offset by higher wages (\$23K), higher benefits (\$2K), higher association fees (\$4K), higher collection cost (\$1K), higher communication expenses (\$2K), higher computer expenses (\$7K), higher paper supplies (\$2K), and higher travel expenses (\$2K).

Facility Expenses: YTD Facility expenses are favorable (\$137K) due to lower management fees (\$11K), lower gas expenses (\$10K), lower hydro expenses (\$89K), lower water and sewage (\$26K), and lower waste removal (\$2K).

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

Capital Expense	Year-to-Date Expenses	Approved 2018 Budget
VM18-01 Circulating Pipe Repairs	\$30,818.00	\$33,000
VM18-02 Kitchen Steamer and Soup Kettle Replacement	\$20,765.00	\$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	\$0.00	\$40,000

Capital Expense	Year-to-Date Expenses	Approved 2018 Budget
VM18-07 Blixer	\$4,675.16	\$6,000
<b>Totals</b>	<b>\$98,014.49</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

- 15 team members were recognized by family members and peers through the Spot A Star program
- Three hour mindfulness and meditation program being held for 13 weeks. Team members and members of the community are attending.
- Shift Report Quality Improvement project complete. The goal of the project was improve the overall employee engagement scores in four areas: 1) my organization

has a clear means for disseminating important information; 2) I am kept up to date about news and issues at my organization that affect my job; 3) I am asked for my input and/or ideas when important decisions are made that affect my work; 4) I am asked for my input and/or ideas when important decisions are made that affect my work. The quality improvement team consisted of team members from each department and each discipline. Positive feedback through an audit process was received upon completion of the project.

- Sienna Support Services Updates

Sienna Partner Visits:

- September 10 – VP Operations
- September 4, 5, 6, 7, 12 – Informatics & Quality Partner
- September 12 – Resident Care Partner

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

- Quality of Worklife Staff Appreciation Week held September 10 to 14

## **Long Term Care Update**

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

- 98.5% occupancy
- 2 Discounted Private or Semi-private beds (under 60%)
- 10 move ins and 9 discharges

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

City of Kawartha Lakes Fire Prevention completed annual inspection including auditing an evacuation with minimal staffing. Evacuation completed successfully. Final inspection report to follow.

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

Received written complaint regarding call bell response time, bathing and meal service. Investigation completed. Resolved.

### **Compliments Summary**

Received two cards of thanks families thanking the team for the wonderful care their loved one received.

## **Occupational Health and Safety Issues**

Nothing to report

## **Resident and Family Satisfaction Survey**

Resident and Family Satisfaction Surveys completed. Awaiting results.

## **Resident/Family Council Updates**

Residents invited the management team to a cheese and cracker social with the goal to get to know the management team better.

## **Emergency Preparedness and Environmental concerns**

Code Red fire drills held on September 18, 2018 days, September 16, 2018 evenings and September 8, 2018 nights.

All team members have participated in at least one fire drill in 2018