



November 2018 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: January 21, 2019

Information for the Month of: November 2018

Financials

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

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	5,010	5,069	(59)	49,395	49,707	(312)
Occupancy %	97.36%	98.5%	-1.1%	97.9%	98.5%	(0.6%)
Nursing Envelope Funds	596,176	569,991	26,185	5,611,487	5,553,352	58,135
Nursing Expenses	654,423	622,484	(31,939)	6,187,372	6,023,566	(163,806)
Net Nursing Envelope	(58,246)	(52,493)	(5,753)	(575,885)	(470,214)	(105,671)
Program Envelope Funds	62,190	62,353	(163)	607,828	610,189	(2,361)
Program Expenses	60,637	57,336	(3,301)	575,220	561,404	(13,816)
Net Program Envelope	1,553	5,017	(3,464)	32,608	48,785	(16,177)
Food Envelope Funds	49,093	46,962	2,130	465,202	456,749	8,453
Food Expenses	45,409	46,962	1,553	453,675	456,749	3,074
Net Food Envelope	3,684	-	3,684	11,527	-	11,527
Accommodation Revenue	337,404	334,988	2,416	3,319,882	3,261,927	57,955
Accommodation Expenses						
Dietary Expenses	91,967	92,744	777	946,465	900,797	(45,668)
Housekeeping Expenses	44,838	41,796	(3,042)	418,707	405,835	(12,872)
Laundry Expenses	20,198	17,804	(2,394)	167,763	175,074	7,311
Maintenance Expenses	32,900	44,678	11,778	365,885	440,648	74,763
Administration Expenses	44,521	42,889	(1,632)	372,796	421,562	48,766

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Facility Expenses	57,068	95,419	38,351	743,534	931,710	188,176
Accommodation Expenses	291,493	335,330	43,838	3,015,150	3,275,626	260,476
Other Accommodation - NOI	45,911	(343)	46,254	304,732	(13,699)	318,431
Over/Under Adjustment	(56,693)	(47,476)	3,684	(543,277)	(421,429)	11,527
Net Operating Income	(10,782)	(47,818)	37,037	(238,545)	(435,128)	196,583
Capital Reserve	(12,623)	(26,761)	14,138	(253,471)	(267,609)	14,138
Net Income (Loss)	(23,405)	(74,579)	51,175	(492,016)	(702,737)	210,721

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is favorable (\$58K) mainly due to higher hi-intensity claims revenue (\$48K), higher RPN initiative funding (\$2K), and higher BSO funding (\$7K).

Nursing Expenses – Direct: YTD Direct wages are unfavorable (\$74K) due to higher agency wages (\$195K), higher PSW wages (\$1K), higher BSO wages (\$5K), offset by lower RN wages (\$10K), lower RPN wages (\$72K), lower benefits (\$25K), lower PSW-HIN supplementary staffing (\$9K), and lower MDS-RAI (\$10K).

Nursing Expenses – Administration: YTD Admin expenses are unfavorable (\$90K) mainly due to higher wages (\$23K), higher benefits (\$12K), higher equipment expenses (\$16K), higher hi-intensity costs (\$58K), higher incontinence supplies (\$8K), higher medical supplies (\$25K), higher physician fees (\$3K), higher one-time funding expense (\$6K), offset by lower computer expense (\$1K), lower staff cost (\$5K), lower travel expenses (\$1K), and lower recovered costs (\$55K).

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

Program Expenses: YTD Program expenses are unfavorable (\$14K) due to higher wages (\$18K), higher benefits (\$3K), higher exercise expenses (\$1K), offset by lower equipment expenses (\$2K), lower supplies (\$1K), lower travel expense (\$1K), lower physio expenses (\$2K), lower staff costs (\$1K), and lower purchased services (\$2K).

Food Revenue: YTD Food revenue is favorable (\$8K)

Food Expenses: YTD Food expense is favorable (\$3K)

Accommodation Revenue: YTD Accommodations revenue is favorable (\$58K) mainly due to higher basic revenue (\$2K), higher preferred revenue (\$59K), higher vendor rebates (\$21K), offset by lower accreditation funding (\$17K), lower other revenue from foot care and haircare (\$1K), and lower incontinence revenue (\$6K).

Dietary Expenses: YTD Dietary expenses are unfavorable (\$46K) due to higher wages (\$48K), higher equipment expenses (\$12K), offset by lower benefits (\$7K), lower dishes, cutlery, and utensil expenses (\$3K), lower supplies (\$1K), and lower bedding and linen (\$4K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$13K) mainly due to higher wages (\$24K), higher benefits (\$2K), offset by lower supplies (\$7K), and lower equipment expenses (\$5K).

Laundry Expenses: YTD Laundry expenses are favorable (\$7K) due to lower wages (\$2K), lower benefits (\$7K), offset by higher supplies (\$2K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$75K) mainly due to lower benefits (\$6K), lower alarm (\$5K), lower building repair (\$3K), lower elevator expenses (\$5K), lower equipment expenses (\$4K), lower fire system (\$2K), lower generator expenses (\$1K), lower grease trap cleaning (\$1K), lower heating and air conditioning (\$19K), lower landscaping and snow removal (\$8K), lower lighting (\$3K), lower plumbing (\$19K), lower pest control (\$2K), lower supplies (\$6K), lower contracted services (\$2K), offset by higher wages (\$3K), and higher electrical expenses (\$9K).

Administration Expenses: YTD Administration expenses are favorable (\$49K) mainly due to lower office equipment expenses (\$22K), lower professional fees partly due to release of \$25K arbitration costs (\$51K), lower promotion expenses (\$1K), lower purchased services (\$13K), lower supplies (\$11K), lower postage (\$1K), lower bad debts (\$2K), offset by higher wages (\$29K), higher benefits (\$1K), higher association fees (\$5K), higher collection cost (\$1K), higher communication expenses (\$3K), higher computer expenses (\$9K), higher paper supplies (\$3K), and higher travel expenses (\$2K).

Facility Expenses: YTD Facility expenses are favorable (\$188K) due to lower management fees (\$13K), lower gas expenses (\$12K), lower hydro expenses (\$136K), lower water and sewage (\$23K), and lower waste removal (\$3K).

Table 2: Year to Date Capital Expenses: October 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	\$20,765.00	\$20,000

Capital Expense	Year-to-Date Expenses	Approved 2018 Budget
Replacement		
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 nd Servery Renovations	\$0.00	\$40,000
VM18-07 Blixer	\$4,675.16	\$6,000
Totals	\$98,014.49	\$151,476.00

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 1 (April to June 2018) results.

Indicator	2018 Q2 Current Performance	Target
Reduce transfers to Emergency department	13.00	37.00
Improve Resident Satisfaction	92.00	89.00
Reduce Antipsychotic medications	16.50	24.00
Reduce stage 2-4 pressure ulcers	4.70	4.50
Reduce the number of falls	13.50	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

No visits in the month of November.

Scorecard: People

Employee Engagement Survey

- 12 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.
- Planning for 2019 Operational Planning has begun.

Sienna Support Services Updates

Sienna Partner Visits:

- November 8 – Clinical Partner
- November 14 – Resident Experience Partner
- November 19 – VP LTC Operations
- November 28 – Quality Partner

Projects, Location Events and Other

- Flu shot clinics held for team members. 85% of team members immunized

Long Term Care Update

Occupancy (data since last report)

- 97.8% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 18 move ins and 17 discharges

Regulatory visits i.e. MOL, Public Health

No visits in the month of November.

Written and Verbal Complaints Summary

No written or verbal complaints received in the month of November.

Compliments Summary

3 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

Nothing to report at this time.

Emergency Preparedness and Environmental concerns

Code Red fire drills held on November 10, 2018 days, November 4, 2018 evenings and November 25, 2018 nights.