



December 2018 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: January 21, 2019

Information for the Month of: December 2018

Financials

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

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	4,878	4,905	(27)	54,273	54,612	(339)
Occupancy %	97.95%	98.5%	-0.5%	97.9%	98.5%	(0.6%)
Nursing Envelope Funds	596,703	552,229	44,474	6,208,190	6,105,581	102,609
Nursing Expenses	645,537	583,521	(62,017)	6,832,909	6,607,087	(225,822)
Net Nursing Envelope	(48,835)	(31,292)	(17,543)	(624,720)	(501,506)	(123,214)
Program Envelope Funds	60,481	60,722	(241)	668,309	670,912	(2,602)
Program Expenses	53,921	55,113	1,192	629,141	616,517	(12,624)
Net Program Envelope	6,560	5,609	951	39,168	54,394	(15,226)
Food Envelope Funds	47,509	45,447	2,062	512,711	502,196	10,515
Food Expenses	47,597	45,447	(2,150)	501,272	502,196	924
Net Food Envelope	(88)	-	(88)	11,439	-	11,439
Accommodation Revenue	344,039	324,205	19,834	3,663,921	3,586,132	77,789
Accommodation Expenses						
Dietary Expenses	91,384	86,618	(4,766)	1,037,849	987,415	(50,434)
Housekeeping Expenses	43,907	39,053	(4,854)	462,613	444,888	(17,726)
Laundry Expenses	16,038	16,642	604	183,801	191,716	7,915
Maintenance Expenses	65,646	43,639	(22,007)	431,530	484,287	52,756
Administration Expenses	31,686	41,518	9,832	404,482	463,080	58,598

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Facility Expenses	79,461	93,933	14,473	822,995	1,025,643	202,648
Accommodation Expenses	328,121	321,403	(6,717)	3,343,271	3,597,029	253,758
Other Accommodation - NOI	15,918	2,802	13,116	320,650	(10,897)	331,547
Over/Under Adjustment	(42,275)	(25,682)	(88)	(585,551)	(447,112)	11,439
Net Operating Income	(26,356)	(22,880)	(3,476)	(264,901)	(458,008)	193,107
Capital Reserve	(12,623)	(26,761)	14,138	(266,094)	(294,370)	28,276
Net Income (Loss)	(38,979)	(49,641)	10,662	(530,996)	(752,379)	221,383

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is favorable (\$103K) mainly due to higher hi-intensity claims revenue (\$47K), higher RN FTE funding (\$44K), higher RPN initiative funding (\$2K), and higher BSO funding (\$8K).

Nursing Expenses – Direct: YTD Direct wages are unfavorable (\$129K) due to higher agency wages (\$210K), higher RN FTE wages (\$44K), higher PSW wages (\$1K), higher BSO wages (\$6K), offset by lower RN wages (\$5K), lower RPN wages (\$65K), lower benefits (\$41K), lower PSW-HIN supplementary staffing (\$10K), and lower MDS-RAI (\$11K).

Nursing Expenses – Administration: YTD Admin expenses are unfavorable (\$97K) mainly due to higher wages (\$17K), higher benefits (\$10K), higher equipment expenses (\$33K), higher hi-intensity costs (\$58K), higher incontinence supplies (\$9K), higher medical supplies (\$30K), higher physician fees (\$3K), higher one-time funding expense (\$6K), offset by lower staff cost (\$5K), lower travel expenses (\$1K), and lower recovered costs (\$63K).

Program Revenue: YTD Program revenue is unfavorable (\$3K) due to lower physio funding (\$3K).

Program Expenses: YTD Program expenses are unfavorable (\$13K) due to higher wages (\$19K), higher benefits (\$2K), higher exercise expenses (\$1K), offset by lower equipment expenses (\$2K), lower supplies (\$1K), lower travel expense (\$1K), lower physio expenses (\$1K), lower staff costs (\$1K), and lower purchased services (\$2K).

Food Revenue: YTD Food revenue is favorable (\$2K)

Food Expenses: YTD Food expense is favorable (\$11K)

Accommodation Revenue: YTD Accommodations revenue is favorable (\$78K) mainly due to higher basic revenue (\$3K), higher preferred revenue (\$66K), higher vendor rebates (\$35K), offset by lower accreditation funding (\$18K), and lower incontinence revenue (\$7K).

Dietary Expenses: YTD Dietary expenses are unfavorable (\$50K) due to higher wages (\$56K), higher equipment expenses (\$10K), 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 (\$18K) mainly due to higher wages (\$31K), higher benefits (\$3K), offset by lower supplies (\$9K), and lower equipment expenses (\$6K).

Laundry Expenses: YTD Laundry expenses are favorable (\$8K) due to lower wages (\$4K), lower benefits (\$8K), offset by higher supplies (\$2K), and higher bedding and linen (\$1K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$53K) mainly due to lower benefits (\$6K), lower alarm (\$5K), lower building repair (\$4K), lower elevator expenses (\$6K), lower equipment expenses (\$6K), lower fire system (\$1K), lower generator expenses (\$1K), lower grease trap cleaning (\$1K), lower heating and air conditioning (\$22K), lower landscaping and snow removal (\$5K), lower lighting (\$3K), lower plumbing (\$6K), lower pest control (\$3K), lower supplies (\$5K), offset by higher contracted services (\$1K), higher wages (\$6K), and higher electrical expenses (\$14K).

Administration Expenses: YTD Administration expenses are favorable (\$59K) mainly due to lower office equipment expenses (\$25K), lower professional fees partly due to release of \$25K arbitration costs (\$55K), lower promotion expenses (\$1K), lower purchased services (\$14K), lower supplies (\$13K), lower postage (\$1K), lower bad debts (\$3K), lower staff costs (\$1K), offset by higher wages and benefits (\$31K), higher association fees (\$6K), higher communication expenses (\$3K), higher computer expenses (\$9K), higher paper supplies (\$2K), and higher travel expenses (\$3K).

Facility Expenses: YTD Facility expenses are favorable (\$203K) due to lower management fees (\$12K), lower gas expenses (\$10K), lower hydro expenses (\$157K), lower water and sewage (\$21K), and lower waste removal (\$3K).

Table 2: Year to Date Capital Expenses: November 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	\$43,702.87	\$40,000
VM18-07 Blixer	\$4,675.16	\$6,000
Totals	\$141,717.36	\$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	13.10	24.00
Reduce stage 2-4 pressure ulcers	4.00	4.50
Reduce the number of falls	12.60	23.00
Reduce the number of restraints	11.70	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

- Planning for 2019 Operational Planning continues. Team members will be provided with an opportunity to actively participate in developing the operating plan.

Sienna Support Services Updates

Sienna Partner Visits:

- December 17 – VP LTC Operations

Projects, Location Events and Other

- Resident and Family Christmas party held on December 7. More than 150 family members were in attendance.

Long Term Care Update

Occupancy (data since last report)

- 97.8% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 11 move ins and 14 discharges

Regulatory visits i.e. MOL, Public Health

On December 17, Canadian Standards Association completed inspection of electrical work. No findings.

Written and Verbal Complaints Summary

Written complaint from family indicating that prior to taking resident out for the day, they waited too long to receive the medication pouches. Complaint investigated and resolved.

Compliments Summary

Multiple 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. Results received. Education was provided to the leadership team on the format and results. Meetings scheduled with Resident's Council and Family Council to review results and develop action plans.

Resident/Family Council Updates

Managers attended quarterly tea hosted by Residents Council

Family Council graciously provided team members with treats

Emergency Preparedness and Environmental concerns

Code Red fire drills held on December 18 and 24 , 2018 days, December 9, 2018 evenings and December 16, 2018 nights.

All team members participated in a minimum of 1 fire drill in 2018. This meets the fire plan requirements.

All emergency codes were tested at least once on each shift in 2018.