



April 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: May 13, 2019

Information for the Month of: April 2019

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings for March 2019

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	5,045	5,069	(24)	14,390	14,716	(326)
Occupancy %	98.04%	98.5%	-0.5%	96.3%	98.5%	(2.2%)
Nursing Envelope Funds	572,158	578,056	(5,899)	1,672,239	1,682,720	(10,481)
Nursing Expenses	616,659	662,375	45,716	1,860,456	1,960,185	99,729
Net Nursing Envelope	(44,501)	(84,318)	39,817	(188,218)	(277,465)	89,248
Program Envelope Funds						
Program Expenses	62,111	62,111	(0)	180,898	181,443	(545)
Net Program Envelope	58,456	62,378	3,922	174,253	184,605	10,352
Food Envelope Funds	3,655	(267)	3,922	6,645	(3,162)	9,807
Food Expenses						
Net Food Envelope	49,093	49,093	-	142,528	142,528	-
Accommodation Revenue	34,471	49,093	14,622	135,200	142,528	7,327
Accommodation Expenses	14,622	-	14,622	7,327	-	7,327
Dietary Expenses	345,961	340,068	5,893	996,714	987,363	9,351
Housekeeping Expenses						
Laundry Expenses	90,082	94,906	4,824	272,719	284,469	11,750
Maintenance Expenses	44,874	42,183	(2,692)	130,709	125,405	(5,305)
Administration Expenses	19,167	20,232	1,065	48,747	64,345	15,597

	Current Month Actual	Current Month Budget	Current Month Variance	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Facility Expenses	42,962	44,003	1,041	144,766	134,218	(10,547)
Accommodation Expenses	37,410	48,999	11,589	105,575	147,814	42,238
Other Accommodation - NOI	88,331	97,659	9,328	258,567	270,833	12,266
Over/Under Adjustment	322,825	347,981	25,156	961,084	1,027,083	66,000
Net Operating Income	23,136	(7,914)	31,049	35,630	(39,720)	75,350
Capital Reserve	(33,551)	(84,585)	7,327	(181,572)	(280,628)	7,327
Net Income (Loss)	(10,415)	(92,499)	82,083	(145,942)	(320,348)	174,405

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$10K) mainly due to lower Hi-intensity claims (\$28K), lower BSO funding (\$12K), offset by higher RN FTE funding (\$27K), and higher Falls Prevention funding (\$3K).

Nursing Expenses – Direct: YTD Direct wages are favorable (\$14K) due to lower BSO wages (\$32K), lower RN wages (\$71K), lower MDS RAI (\$5K), offset by higher agency wages (\$21K), higher RN FTE (\$27K), higher PSW wages (\$38K), higher RPN wages (\$1K), and higher benefits (\$7K).

Nursing Expenses – Administration: YTD Admin expenses are favorable (\$86K) mainly due to lower wages (\$26K), lower benefits (\$2K), lower high intensity costs (\$28K), lower incontinent supplies (\$1K), lower medical supplies (\$33K), lower computer expense (\$3K), offset by higher IT allocations (\$3K), higher falls prevention equipment expenses (\$3K), and higher staff costs (\$1K).

Program Revenue: YTD Program revenue is in line with budget.

Program Expenses: YTD Program expenses are favorable (\$10K) mainly due to lower wages (\$3K), lower benefits (\$2K), lower physio and exercise expenses (\$1K), and lower supplies (\$4K).

Food Revenue: YTD Food revenue is in line with budget.

Food Expenses: YTD Food expense is favorable (\$13K)

Accommodation Revenue: YTD Accommodations revenue is favorable (\$9K) mainly due to higher preferred accommodation (\$19K), higher income from haircare (\$1K), higher prior period LTC reconciliation for 2015 (\$6K), offset by lower accreditation funding (\$5K), lower vendor support (\$10K), and lower income from foot care (\$1K).

Dietary Expenses: YTD Dietary expenses are favorable (\$12K) mainly due to lower wages (\$11K), lower equipment expenses (\$4K), lower chemical and cleaning supplies (\$1K), offset by higher benefits (\$3K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$5K) mainly due to higher wages (\$7K), higher supplies (\$2K), offset by lower chemical and cleaning supplies (\$2K), and lower equipment expenses (\$3K).

Laundry Expenses: YTD Laundry expenses are favorable (\$16K) mainly due to lower wages (\$5K), lower benefits (\$4K), lower equipment expenses (\$5K), and lower bedding and linen (\$1K).

Maintenance Expenses: YTD Maintenance expenses are unfavorable (\$11K) mainly due to higher wages (\$4K), higher equipment expenses (\$7K), higher fire system (\$4K), higher landscaping and snow removal (\$18K), higher painting and decorating supplies(\$2K), higher supplies (\$1K), offset by lower benefits (\$3K), lower building repair expenses (\$3K), lower elevator expense (\$2K), lower generator expenses (\$2K), lower heating and air conditioning expenses (\$5K), lower lighting expenses (\$1K), lower pest control (\$1K), lower plumbing expenses (\$4K), lower staff costs (\$1K), lower contracted services (\$1K), and lower grease trap (\$1K).

Administration Expenses: YTD Administration expenses are favorable (\$42K) due to lower accreditation expenses (\$2K), lower bad debt expense (\$4K), lower computer expense (\$3K), lower office equipment (\$6K), lower professional fees (\$19K), lower promotion expenses (\$1K), , lower collection cost (\$1K), lower purchased services (\$3K), lower supplies (\$9K), lower postage (\$1K), lower allocation (\$1K), offset by higher wages (\$4K), higher benefits (\$3K), and higher association fees (\$1K).

Facility Expenses: YTD Facility expenses are favorable (\$12K) mainly due to lower management fees (\$4K), lower gas expenses (\$4K), lower hydro expenses (\$3K), and lower water and sewage (\$1K).

Table 2: Year to Date Capital Expenses: March 2019

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Dietary Freezer		\$13,500
Roof Top HVAC Unit for 2nd Floor Offices	Awaiting invoice	\$18,000
Hi-Low Electric Beds	Awaiting invoice	\$9,600

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Laundry Carts		\$10,000
Resident Room Furniture	Awaiting invoice	\$22,000
Interior Finishes		\$25,000
Resident Bathroom Cabinets		\$20,376
Hot Holding Cabinet		\$15,000
Flooring		\$18,000
Totals		\$151,476

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 3 (October 2018 to December 2018) results.

Indicator	2018 Q3 Current Performance	Target
Reduce transfers to Emergency department	13.00	37.00
Improve Resident Satisfaction	94.00	89.00
Reduce Antipsychotic medications	17.40	24.00
Reduce stage 2-4 pressure ulcers	3.20	4.50
Reduce the number of falls	14.40	23.00
Reduce the number of restraints	9.60	3.10

Continue with actions plans that were developed in February 2019.

Ministry of Health and Long-Term Care (MOHLTC) Compliance Orders /Inspection Findings Summary

No visits in the month of April.

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:

- April 15 – VP Operations

Projects, Location Events and Other

- Hidden doors program was featured in Sienna's connection magazine. This program has received support from artist Dagmar Pinney who held an art show on April 1 to raise funds for painting more doors. The program has been effective in reducing residents from wandering in and out of resident rooms.
- Building Services team member was selected by Sienna Senior Living to represent building services during a two day dementia program development workshop.
- During the months of April, May, June and July, all team members will attend a 7.5 hour education day. Topics include quality improvement, Through Our Eyes Resident's Rights, resident safety, lifts & transfers, emergency planning codes, code white, health and safety, incident and accident reporting, palliative care, infection control.
- Volunteer Appreciation event held on April 23. More than 100 volunteers were honoured
- College Community Choir performance was held for residents and families
- As a result of positive outcomes from the orientation program developed by the team, the Executive Director was asked to present project outcomes to a team of Sienna orientation project leads

Long Term Care Update

Occupancy (data since last report)

- 96.3% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 13 move ins and 10 discharges

Regulatory visits i.e. MOL, Public Health

No visits this month.

Written and Verbal Complaints Summary

Nothing to report

Compliments Summary

Nothing to report

Occupational Health and Safety Issues

Nothing to report

Resident and Family Satisfaction Survey

Resident's Council meeting was cancelled in April due to the home's outbreak

Resident/Family Council Updates

Family Council meeting is scheduled for May 6, 019.

Emergency Preparedness and Environmental concerns

Tested code red on April 29, 2019 days, April 27, 2019 evenings and April 4, 2019 nights.