



March 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: May 13, 2019

Information for the Month of: March 2019

Financials

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

| | Current Month Actual | Current Month Budget | Current Month Variance | Year-to-Date Actual | Year-to-Date Budget | Year-to-Date Variance |
|-------------------------------|-----------------------------|-----------------------------|-------------------------------|----------------------------|----------------------------|------------------------------|
| Resident Days | 4,441 | 4,578 | (137) | 9,345 | 9,647 | (302) |
| Occupancy % | 95.55% | 98.5% | -3.0% | 95.4% | 98.5% | (3.1%) |
| Nursing Envelope Funds | 524,427 | 526,607 | (2,180) | 1,100,081 | 1,104,663 | (4,583) |
| Nursing Expenses | 587,451 | 619,408 | 31,957 | 1,243,798 | 1,297,811 | 54,013 |
| Net Nursing Envelope | (63,024) | (92,801) | 29,777 | (143,717) | (193,147) | 49,430 |
| Program Envelope Funds | 56,675 | 57,220 | (545) | 118,786 | 119,331 | (545) |
| Program Expenses | 54,508 | 58,785 | 4,277 | 115,796 | 122,227 | 6,431 |
| Net Program Envelope | 2,167 | (1,565) | 3,732 | 2,990 | (2,896) | 5,886 |
| Food Envelope Funds | 44,342 | 44,342 | - | 93,435 | 93,435 | - |
| Food Expenses | 44,989 | 44,342 | (647) | 100,730 | 93,435 | (7,295) |
| Net Food Envelope | (647) | - | (647) | (7,295) | - | (7,295) |
| Accommodation Revenue | 307,541 | 307,228 | 313 | 650,753 | 647,295 | 3,458 |
| Accommodation Expenses | | | | | | |
| Dietary Expenses | 87,154 | 90,491 | 3,337 | 182,637 | 189,563 | 6,926 |
| Housekeeping Expenses | 41,791 | 38,415 | (3,376) | 85,835 | 83,222 | (2,613) |
| Laundry Expenses | 15,995 | 19,724 | 3,729 | 29,581 | 44,113 | 14,532 |
| Maintenance Expenses | 57,211 | 40,923 | (16,288) | 101,804 | 90,215 | (11,589) |
| Administration Expenses | 33,466 | 50,343 | 16,877 | 68,166 | 98,815 | 30,649 |

| | Current Month Actual | Current Month Budget | Current Month Variance | Year-to-Date Actual | Year-to-Date Budget | Year-to-Date Variance |
|----------------------------------|-----------------------------|-----------------------------|-------------------------------|----------------------------|----------------------------|------------------------------|
| Facility Expenses | 62,839 | 79,762 | 16,923 | 170,236 | 173,174 | 2,938 |
| Accommodation Expenses | 298,456 | 319,658 | 21,202 | 638,259 | 679,102 | 40,843 |
| Other Accommodation – NOI | 9,085 | (12,430) | 21,515 | 12,495 | (31,806) | 44,301 |
| Over/Under Adjustment | (61,505) | (94,366) | - | (148,021) | (196,043) | - |
| Net Operating Income | (52,419) | (106,796) | 54,377 | (135,527) | (227,849) | 92,322 |
| Capital Reserve | (12,623) | (26,761) | 14,138 | (25,246) | (53,522) | 28,276 |
| Net Income (Loss) | (65,042) | (133,557) | 68,515 | (160,773) | (281,371) | 120,598 |

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$5K) mainly due to lower Hi-intensity claims (\$18K), lower BSO funding (\$5K), offset by higher RN FTE Funding (\$18K).

Nursing Expenses – Direct: YTD Direct wages are unfavorable (\$6K) due to higher agency wages (\$16K), higher RN FTE (\$18K), higher PSW wages (\$29K), higher RPN wages (\$3K), higher benefits (\$4K), offset by lower BSO wages (\$17K), lower RN wages (\$44K), and lower MDS RAI (\$3K).

Nursing Expenses – Administration: YTD Admin expenses are favorable (\$60K) mainly due to lower wages (\$18K), lower benefits (\$1K), lower high intensity costs (\$18K), lower incontinent supplies (\$1K), lower medical supplies (\$21K), lower computer expense (\$2K), offset by higher IT allocations (\$2K).

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

Program Expenses: YTD Program expenses are favorable (\$6K) mainly due to lower wages (\$2K), lower benefits (\$1K), lower physio and exercise expenses (\$1K), and lower supplies (\$2K).

Food Revenue: YTD Food revenue is in line with budget

Food Expenses: YTD Food expense are unfavorable (\$7K)

Accommodation Revenue: YTD Accommodations revenue is favorable (\$3K) mainly due to higher preferred accommodation (\$14K), offset by lower accreditation funding (\$4K), and lower vendor support (\$7K).

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

Laundry Expenses: YTD Laundry expenses are favorable (\$15K) 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 (\$12K) mainly due to higher wages (\$2K), higher equipment expenses (\$3K), higher fire system (\$5K), higher landscaping and snow removal (\$17K), higher painting and decorating supplies(\$1K), offset by lower benefits (\$4K), lower building repair expenses (\$1K), lower elevator expense (\$1K), lower generator expenses (\$2K), lower heating and air conditioning expenses (\$2K), lower lighting expenses (\$1K), lower pest control (\$1K), and lower plumbing expenses (\$4K).

Administration Expenses: YTD Administration expenses are favorable (\$31K) due to lower accreditation expenses (\$1K), lower bad debt expense (\$2K), lower computer expense (\$2K), lower office equipment (\$4K), lower professional fees (\$16K), lower promotion expenses (\$1K), lower purchased services (\$2K), lower supplies (\$8K), offset by higher wages (\$2K), higher benefits (\$2K), and higher staff cost and travel (\$2K).

Facility Expenses: YTD Facility expenses are favorable (\$3K) mainly due to lower management fees (\$4K), lower gas expenses (\$7K), lower water and sewage (\$2K), offset by higher hydro expenses (\$11K).

Table 2: Year to Date Capital Expenses: February 2019

| Capital Expense | Year-to-Date Expenses | Approved 2019 Budget |
|--|------------------------------|-----------------------------|
| Dietary Freezer | | \$13,500 |
| Roof Top HVAC Unit for 2nd Floor Offices | Planning in progress | \$18,000 |
| Hi-Low Electric Beds | Ordered | \$9,600 |
| Laundry Carts | | \$10,000 |
| Resident Room Furniture | Ordered | \$22,000 |
| Interior Finishes | | \$25,000 |

| Capital Expense | Year-to-Date Expenses | Approved 2019 Budget |
|----------------------------|-----------------------|----------------------|
| 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 |

Annual program evaluations for each program completed in March 2019. Goals and action plans were developed for 2019 to improve current performance.

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

No visits in the month of March.

Scorecard: People

Employee Engagement Survey

- 5 team members were recognized by family members and peers through the Spot A Star program

- 2019 Operational Planning has been finalized. 2019 Operating plan has been developed in consultation with all team members.
- 2019 Operating Plan initiatives include: 1) New hire orientation; 2) Leadership is Listening; 3) Access to the City of Kawartha Lakes employee website; 4) Professional development; 5) Succession planning; 6) Absenteeism reduction;

Sienna Support Services Updates

Sienna Partner Visits:

- March 7 – Quality Partner

Projects, Location Events and Other

- Connecting Ontario clinical viewer, a secure, web-based portal that provides real-time access to digital health records went live on March 19, 2019
- Health and Wellness Fair held on March 27, 2019. 15 exhibitors participated. Many community members attended.
- As a result of positive outcomes from the 2018 24 hour shift report quality improvement project, the Executive Director was asked to present the project to Sienna Clinical Partners
- As a result of the leadership team using a different approach to engage 190 team members in the home's annual 2019 operational planning, the Executive Director was asked to present the outcomes from the home's 2019 Operational Planning Week

Long Term Care Update

Occupancy (data since last report)

- 96.28% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 14 move ins and 15 discharges

Regulatory visits i.e. MOL, Public Health

No visits this month.

Written and Verbal Complaints Summary

Verbal complaint received as a result of a delivery vehicle was driving too fast through the parking lot and failed to stop at the resident crossing. Complaint investigated and resolved.

Verbal complaint received as a result of reception transferring a telephone call from a family member to the incorrect extension. Family member called back, was transferred to the correct extension but was unable to reach the RPN. Complaint investigated and resolved.

Written complaint received as a result of a family not satisfied with the palliative care offered in the home. A meeting was held with the family to review and clarify concerns. Complaint has been investigated. Follow up with family complete.

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 input was used in the development of the 2019 Operating Plan.

2019 Operating Plan resident and family related initiatives include: 1) Accessible contracted service providers available in the home; 2) The Good Morning Experience; 3) Washroom and bell response; 4) Project care model; 5) Wifi access in public spaces

Resident/Family Council Updates

Resident Council will be leading education to all team members titled "Through Our Eyes". This education focuses on resident rights

A family member has agreed to take the lead of Family Council. Manager of Resident and Family Services is providing orientation and support. Next Family Council meeting May 6, 019.

Emergency Preparedness and Environmental concerns

Tested code red on March 2, 2019 days, March 17, 2019 evenings and March 10, 2019 nights.