



June 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: July 15, 2019

Information for the Month of: June 2019

Financials

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

| | Year-to-Date Actual | Year-to-Date Budget | Year-to-Date Variance |
|-------------------------------|----------------------------|----------------------------|------------------------------|
| Resident Days | 24,223 | 24,690 | (467) |
| Occupancy % | 96.6% | 98.5% | (1.9%) |
| Nursing Envelope Funds | 2,807,774 | 2,841,984 | (34,209) |
| Nursing Expenses | 3,188,385 | 3,338,740 | 150,355 |
| Net Nursing Envelope | (380,610) | (496,756) | 116,146 |
| Program Envelope Funds | 303,490 | 306,476 | 2,986 |
| Program Expenses | 288,779 | 312,918 | 24,139 |
| Net Program Envelope | 14,710 | 6,442 | 21,153 |
| Food Envelope Funds | 239,130 | 239,130 | - |
| Food Expenses | 235,866 | 239,130 | 3,264 |
| Net Food Envelope | 3,264 | - | 3,264 |
| Accommodation Revenue | 1,666,058 | 1,656,552 | 9,506 |
| Accommodation Expenses | | | |
| Dietary Expenses | 478,656 | 486,763 | 8,107 |
| Housekeeping Expenses | 224,131 | 210,998 | (13,134) |
| Laundry Expenses | 88,161 | 108,201 | 20,040 |
| Maintenance Expenses | 224,883 | 221,016 | (3,867) |
| Administration Expenses | 185,043 | 243,998 | 58,955 |

| | Year-to-Date Actual | Year-to-Date Budget | Year-to-Date Variance |
|----------------------------------|----------------------------|----------------------------|------------------------------|
| Facility Expenses | 423,403 | 417,541 | (5,862) |
| Accommodation Expenses | 1,624,278 | 1,688,516 | 64,239 |
| Other Accommodation - NOI | 41,781 | 31,965 | 73,745 |
| Over/Under Adjustment | 365,900 | 503,199 | 137,299 |
| Net Operating Income | 324,119 | 535,163 | 211,044 |
| Capital Reserve | 105,529 | 133,805 | 28,276 |
| Net Income (Loss) | 429,648 | 668,968 | 239,320 |

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$34K) mainly due to lower Level of Care funding (\$8K), lower hi-intensity claims (\$44K), and lower BSO funding (\$30K); offset by higher RN FTE funding (\$44K) and higher falls prevention funding (\$3K).

Nursing Expenses – Direct: YTD are favorable (\$24K) due to lower RN wages (\$121K), lower BSO wages (\$65K), lower MDS RAI wages (\$11K); offset by higher RPN wages (\$6K), higher PSW wages (\$73K), higher RN FTE wages (\$37K), higher agency wages (\$43K), and higher benefits (\$13K).

Nursing Expenses – Administration: YTD are favorable (\$127K) mainly due to lower wages (\$31K), lower computer expenses (\$4K), lower high intensity costs (\$44K), lower equipment expenses (\$1K), lower medical supplies (\$54K), lower recovered costs (\$8K); offset by higher IT allocations (\$8K), higher equipment expenses (\$2K), higher incontinence supplies (\$3K), higher falls prevention equipment expenses (\$3K).

Program Revenue: YTD Program revenue is is unfavorable (\$2K) mainly due to lower Level of Care funding (\$2K).

Program Expenses: YTD Program expenses are favorable (\$24K) mainly due to lower wages (\$10K), lower benefits (\$4K), lower physio and exercise (\$2K), lower purchased services (\$2K), and lower supplies (\$7K).

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

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

Accommodation Revenue: YTD is favorable (\$10K) mainly due to higher basic accommodation (\$6K), higher preferred revenue (\$31K), higher prior period LTC reconciliation (\$6K), higher other income from haircare services (\$1K); offset by lower accreditation funding (\$9K), lower miscellaneous income (\$19K), and lower pharmacy-LTC (\$6K),

Dietary Expenses: YTD Dietary expenses are favorable (\$8K) mainly due to lower wages (\$7K), lower equipment expenses (\$6K), lower chemical and cleaning supplies (\$1K), lower dishes cutlery and utensils (\$1K), lower supplies; offset by higher benefits (\$8K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$13K) mainly due to higher wages (\$9K), higher benefits (\$2K), higher supplies (\$4K); offset by lower chemical and cleaning supplies (\$3K).

Laundry Expenses: YTD Laundry expenses are favorable (\$20K) mainly due to lower wages (\$6K), lower benefits (\$5K), lower equipment expenses (\$8K) and lower bedding and linen (\$2K).

Maintenance Expenses: YTD Maintenance expenses are unfavorable (\$4K) mainly due to higher wages (\$7K), higher equipment expenses (\$10K), higher fire system (\$3K), higher landscaping and snow removal (\$12K), higher contracted services (\$5K), higher painting and decorating supplies (\$1K), higher other supplies (\$1K); offset by lower benefits (\$2K), lower building repair (\$4K), lower alarm (\$2K), lower electrical (\$1K), lower elevator expenses (\$3K), lower generator (\$4K), lower heating and air conditioning (\$9K), lower lighting (\$1K), lower pest control (\$2K), lower plumbing (\$6K), lower grease trap (\$1K), and lower staff costs (\$1K).

Administration Expenses: YTD Administration expenses are favorable (\$59K) due to lower accreditation expenses (\$4K), lower bad debt expense (\$6K), lower computer expense (\$5K), lower office equipment (\$10K), lower professional fees (\$33K), lower collection cost (\$1K), lower promotion expenses (\$1K), lower purchased services (\$6K), lower supplies (\$3K); offset by higher wages (\$5K), higher benefits (\$5K), and higher association fees (\$1K).

Facility Expenses: YTD Facility expenses are unfavorable (\$6K) mainly due to higher hydro (\$19K); offset by lower cable (\$1K), lower management fees (\$5K), lower water (\$3K) and lower gas (\$4K).

Table 2: Year to Date Capital Expenses: June 2019

| Capital Expense | Year-to-Date Expenses | Approved 2019 Budget |
|--|-----------------------|----------------------|
| Dietary Freezer | Awaiting invoice | \$13,500 |
| Roof Top HVAC Unit for 2nd Floor Offices | \$17,000 | \$18,000 |

| Capital Expense | Year-to-Date Expenses | Approved 2019 Budget |
|----------------------------|-----------------------|----------------------|
| Hi-Low Electric Beds | \$9,000 | \$9,600 |
| Laundry Carts | On hold | \$10,000 |
| Resident Room Furniture | Awaiting invoice | \$22,000 |
| Interior Finishes | | \$25,000 |
| Resident Bathroom Cabinets | On hold | \$20,376 |
| Hot Holding Cabinet | Ordered | \$15,000 |
| Flooring | | \$18,000 |
| Totals | | \$151,476 |

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 4 (January 2019 to March 2019) results.

| Indicator | 2018 Q4 Current Performance | Target |
|--|-----------------------------|--------|
| Reduce transfers to Emergency department | 16.40 | 37.00 |
| Improve Resident Satisfaction | 94.00 | 89.00 |
| Reduce Antipsychotic medications | 19.00 | 24.00 |
| Reduce stage 2-4 pressure ulcers | 5.00 | 4.50 |
| Reduce the number of falls | 16.60 | 23.00 |
| Reduce the number of restraints | 8.50 | 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

Ministry of Health and Long Term Care inspectors were in the home from May 27, 2019 to May 31, 2019 to complete critical incident and complaint inspections. The public report is posted on the Ministry of Health and Long Term Care website.

Scorecard: People

Employee Engagement Survey

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

Sienna Support Services Updates

Sienna Partner Visits:

- June 17, 2019 – VP Operations
- June 19, 2019 – Quality Partner

Projects, Location Events and Other

- In recognition of Senior's month, residents baked goods to sell at Human Services, City Hall and Victoria Manor in support of the United Way. Seniors Serving Seniors is one of the many ways the residents support local charities.
- On June 10th, Resident's Council sponsored "Concert in the Park. . .ing Lot". Residents, families and team members enjoyed local talent and wonderful food from "Just for the Halibut" mobile food truck.
- In total, eight full day education sessions held for approximately 144 team members. 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.

Long Term Care Update

Occupancy (data since last report)

- 96.6% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 17 move ins and 14 discharges

Regulatory visits i.e. MOL, Public Health

No visits this month.

Written and Verbal Complaints Summary

No written or verbal complaints this month.

Compliments Summary

Nothing to report

Occupational Health and Safety Issues

Nothing to report

Resident and Family Satisfaction Survey

Resident's Council was provided with an update of quality improvement activities taking place to improve overall resident satisfaction.

Resident/Family Council Updates

Family Council meeting was held June 10, 2019. Family Council will be meeting monthly except during the months of July and August.

Emergency Preparedness and Environmental concerns

Tested code red on days June 23, evenings June 27 and nights June 27.