



September and October 2019 Victoria Manor Operations Report to Committee of Management

Submission Date: November 18, 2019

Information for the Months of: September and October 2019

Financials

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

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	43,985	44,638	653
Occupancy %	97.1%	98.5%	1.4%
Nursing Envelope Funds	5,088,325	5,160,511	72,186
Nursing Expenses	6,107,268	6,046,899	(60,369)
Net Nursing Envelope	1,018,943	886,389	32,554
Program Envelope Funds	549,220	556,542	7,323
Program Expenses	544,327	566,296	21,969
Net Program Envelope	4,893	9,754	14,647
Food Envelope Funds	432,334	435,248	2,914
Food Expenses	432,245	435,248	3,003
Net Food Envelope	89	0	89
Accommodation Revenue	3,027,629	3,008,652	18,977
Accommodation Expenses			
Dietary Expenses	889,653	878,629	(11,025)
Housekeeping Expenses	410,119	377,873	(32,246)
Laundry Expenses	167,847	192,506	24,660
Maintenance Expenses	374,789	394,210	19,421
Administration Expenses	351,469	435,011	83,542

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Facility Expenses	684,072	791,461	107,389
Accommodation Expenses	2,877,949	3,069,690	191,741
Other Accommodation - NOI	149,680	61,037	210,718
Over/Under Adjustment	1,014,050	896,143	89
Net Operating Income	864,370	957,180	92,810
Capital Reserve	240,848	240,848	0
Net Income (Loss)	1,105,218	1,198,028	92,810

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$72K) mainly due to lower Level of Care funding (\$27K), lower hi-intensity claims (\$78K), lower BSO funding (\$55K); offset by higher RN FTE funding (\$80K), higher MDS RAI funding (\$1K), and higher Falls Prevention funding (\$7K).

Nursing Expenses – Direct: YTD are unfavorable (\$294K) mainly due to higher benefits (\$225K), higher RPN wages (\$53K), higher PSW wages (\$252K), higher RN FTE wages (\$37K), higher agency wages (\$51K); offset by lower RN wages (\$179K), lower BSO wages (\$120K), and lower MDS RAI wages (\$25K).

Nursing Expenses – Administration: YTD are favorable (\$234K) mainly due to lower wages (\$42K), lower benefits (\$2K), lower NP wages (\$2K), lower computer expenses (\$7K), lower high intensity costs (\$70K), lower equipment expenses (\$5K), lower medical supplies (\$82K), lower recovered costs (\$19K); offset by higher IT allocations (\$11K), higher incontinence supplies (\$3K), higher staff costs (\$1K), and higher falls prevention equipment expenses (\$5K).

Program Revenue: YTD Program is unfavorable (\$7K) due to lower Level of Care funding (\$6K) and lower Physio funding (\$1K).

Program Expenses: YTD Program expenses are favorable (\$22K) mainly due to lower wages (\$7K), lower physio (\$1K), lower exercise (\$2K), lower purchased services (\$2K), lower supplies (\$10K); offset by higher transportation costs (\$1K).

Food Revenue: YTD Food revenue is unfavorable (3K).

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

Accommodation Revenue: YTD is favorable (\$19K) mainly due to higher basic accommodation (\$3K), higher preferred revenue (\$58K), higher prior period LTC reconciliation (\$6K), higher other income from haircare services (\$3K); offset by lower accreditation funding (\$16K), lower miscellaneous income (\$26K), and lower pharmacy-LTC (\$8K).

Dietary Expenses: YTD Dietary expenses are unfavorable (\$11K) mainly due to higher benefits (\$35K); offset by lower wages (\$7K), lower equipment expenses (\$11K), lower chemical and cleaning supplies (\$2K), lower dishes, cutlery and utensils (\$2K), and lower recovered costs (\$2K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$32K) mainly due to higher wages (\$15K), higher benefits (\$18K), higher other supplies (\$4K); offset by lower chemical and cleaning supplies (\$3K), and lower equipment expenses (\$2K).

Laundry Expenses: YTD Laundry expenses are favorable (\$25K) mainly due to lower wages (\$9K), lower benefits (\$3K), lower bedding and linen (\$3K), and lower equipment expenses (\$11K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$19K) mainly due to lower alarm (\$4K), lower electrical (\$5K), lower elevator expenses (\$5K), lower fire system (\$2K), lower grease trap (\$1K), lower heating and air conditioning (\$9K), lower landscaping and snow removal (\$3K), lower lighting (\$3K), lower pest control (\$2K), lower plumbing (\$8K), lower travel expenses (\$1K); offset by higher wages (\$5K), higher building repair (\$7K), higher equipment expenses (\$4K), higher generator (\$2K), higher contracted services (\$2K), higher painting and decorating supplies (\$1K), and higher other supplies (\$2K).

Administration Expenses: YTD Administration expenses are favorable (\$84K) due to lower bad debt expense (\$11K), lower collection costs (\$2K), lower computer expenses (\$10K), lower office equipment (\$18K), lower professional fees (\$56K), lower promotion expenses (\$2K), lower purchased services (\$7K), lower allocations (\$2K), lower travel expenses (\$1K); offset by higher wages (\$4K), higher benefits (\$8K), higher accreditation expenses (\$2K), higher staffing costs (\$7K), higher IT allocations (\$2K), and higher association fees (\$2K).

Facility Expenses: YTD Facility expenses are favorable (\$107K) mainly due to lower management fees (\$5K), lower gas (\$8K), lower hydro (\$84K), lower water and sewage (\$9K), and lower waste removal (\$1K).

Table 2: Year to Date Capital Expenses: September 2019

Capital Expense	Year-to-Date Expenses	Approved 2019 Budget
Dietary Freezer	\$12,000	\$13,500
Roof Top HVAC Unit for 2nd Floor Offices	\$17,000	\$18,000
Hi-Low Electric Beds	\$13,000	\$9,600
Laundry Carts	On hold	\$10,000
Resident Room Furniture	\$20,000	\$22,000
Interior Finishes	In progress	\$25,000
Resident Bathroom Cabinets	On hold	\$20,376
Hot Holding Cabinet	Waiting on invoice	\$15,000
Flooring	Work in progress	\$18,000
Totals		\$151,476

Scorecard: Quality

Table 3: Canadian Institute for Health Information (CIHI) quarter 1 (April 2019 to June 2019) results.

Indicator	2019 Q1 Current Performance	Target
Reduce transfers to Emergency department	19.27	19.00
Reduce Antipsychotic medications	17.90	18.80
Reduce stage 2-4 pressure ulcers	1.20	2.10
Reduce worsened stage 2-4 pressure ulcers	1.40	2.60
Reduce the number of falls	17.20	16.60
Reduce the number of restraints	3.80	3.10
Reduce pain	5.30	5.10
Reduce worsened pain	12.80	9.60

Improve Resident Satisfaction	94.00	94.00
Percentage of complaints received by a LTCH that were acknowledged to the individual who made a complaint within 10 business days.	100	100

Continue with actions plans that were developed in February 2019. Indicators are monitored monthly during Resident Safety meetings.

Scorecard: People

Employee Engagement Survey

- 25 team members were recognized by family members and peers through the Spot A Star program
- Team member engagement surveys occurred in the month of July. A new organization hosted the survey. Overall response rate was 35%. Highest drivers of engagement include meaningful work, goal setting and accomplishment. Action plan is being developed with team members.

Sienna Support Services Updates

Sienna Partner Visits:

- October 21, 2019 – Quality Partner

Projects, Location Events and Other

- On September 6, residents and team members participated in our annual whole home Bar-B-Que
- Resident's and volunteers enjoyed a day out at the Lindsay Exhibition on September 19
- On September 25, Life Enrichment department hosted a workshop to share information and best practices to participants who work in life enrichment/programs in 7 long term care homes
- Eight Co-op students have arrived to spend the semester working along side team members
- Resident's Council hosted a Food and Clothing drive to benefit the Women's Resource Centre
- Halloween Party held on October 31

Long Term Care Update

Occupancy (data since last report)

- 97.1% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 28 move ins and 38 discharges

Regulatory visits i.e. MOL, Public Health

Public Health arrived on October 3, 2019 to complete an inspection. No findings were noted.

Ministry of Health Inspector arrived on October 29, 2019 to complete an inspection. Ministry will be in the home for at least 5 days.

On October 30, the home successfully completed an annual mandatory code red evacuation drill that was observed by the City of Kawartha Lakes Fire Prevention.

Written and Verbal Complaints Summary

Verbal complaint received regarding incurred telephone charges because another resident is using their telephone without permission. Resolved

Verbal complaint received regarding the care provided to a resident by a PSW. Resolved

Compliments Summary

Several cards of thank you received from families for the wonderful care provided by team members.

Occupational Health and Safety Issues

Ministry of Labour completing a safety blitz in long term care homes to focus on violence in the workplace.

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 and Family Satisfaction Surveys held for September 11 to September 25. Results will be available in December 2019

Resident/Family Council Updates

Family Council met in September and October. Minutes posted on the Family Council board

Emergency Preparedness and Environmental concerns

Tested code red on days September 28 and October 15, on evenings September 29 and October 24, on nights September 19 and October 30.