



# **November and December 2019 Victoria Manor Operations Report to Committee of Management**

**Submission Date: January 20, 2020**

**Information for the Months of: November and December 2019**

## Financials

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

	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
Resident Days	53,764	54,612	848
Occupancy %	97.0%	98.5%	1.5%
Nursing Envelope Funds	6,222,564	6,319,774	97,210
Nursing Expenses	7,437,114	7,392,821	(44,294)
<b>Net Nursing Envelope</b>	1,214,550	1,073,046	(141,504)
Program Envelope Funds	671,812	681,575	9,763
Program Expenses	665,137	692,444	27,307
<b>Net Program Envelope</b>	6,675	10,869	17,544
Food Envelope Funds	528,936	533,782	4,846
Food Expenses	533,473	533,782	309
<b>Net Food Envelope</b>	4,537	-	4,537
<b>Accommodation Revenue</b>	3,729,052	3,686,940	42,112
<b>Accommodation Expenses</b>			
Dietary Expenses	1,087,168	1,072,441	(14,728)
Housekeeping Expenses	507,847	460,592	(47,256)
Laundry Expenses	205,624	234,091	28,467
Maintenance Expenses	466,911	481,007	14,096
Administration Expenses	403,935	530,291	126,357

	<b>Year-to-Date Actual</b>	<b>Year-to-Date Budget</b>	<b>Year-to-Date Variance</b>
Facility Expenses	845,291	987,354	142,063
<b>Accommodation Expenses</b>	3,516,776	3,765,776	249,000
<b>Other Accommodation - NOI</b>	212,275	78,837	291,112
Over/Under Adjustment	1,212,413	1,083,915	-
<b>Net Operating Income</b>	1,000,138	1,162,751	162,614
Capital Reserve	266,094	294,370	28,276
<b>Net Income (Loss)</b>	1,266,232	1,457,121	190,890

## Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is unfavorable (\$97K) mainly due to lower Level of Care funding (\$38K), lower hi-intensity claims (\$95K), lower BSO funding (\$71K); offset by higher RN FTE funding (\$97K), higher MDS RAI funding (\$2K), and higher Falls Prevention funding (\$7K).

Nursing Expenses – Direct: YTD are unfavorable (\$340K) mainly due to higher benefits (\$246K), higher RPN wages (\$78K), higher PSW wages (\$289K), higher RN FTE wages (\$37K), higher agency wages (\$58K); offset by lower RN wages (\$186K), lower BSO wages (\$150K), and lower MDS RAI wages (\$31K).

Nursing Expenses – Administration: YTD are favorable (\$296K) mainly due to lower wages (\$65K), lower benefits (\$5K), lower NP wages (\$3K), lower computer expenses (\$10K), lower equipment expenses (\$9K), lower high intensity costs (\$95K), lower medical supplies (\$104K), lower recovered costs (\$31K); offset by higher IT allocations (\$13K), higher incontinence supplies (\$5K), higher staff costs (\$1K), and higher falls prevention equipment expenses (\$7K).

Program Revenue: YTD Program is unfavorable (\$10K) due to lower Level of Care funding (\$8K) and lower Physio funding (\$2K).

Program Expenses: YTD Program expenses are favorable (\$27K) mainly due to lower wages (\$9K), lower benefits (\$2K), lower physio (\$1K), lower exercise (\$3K), lower purchased services (\$2K), lower supplies (\$11K); offset by higher transportation costs (\$1K).

Food Revenue: YTD Food revenue is unfavorable (1K).

Food Expenses: YTD Food expense is unfavorable (\$1K).

Accommodation Revenue: YTD is is favorable (\$42K) mainly due to higher preferred revenue (\$71K), higher accreditation funding (\$11K), higher prior period LTC reconciliation (\$6K), higher other income from haircare services (\$3K); offset by lower miscellaneous income (\$38K), and lower pharmacy-LTC (\$11K).

Dietary Expenses: YTD Dietary expenses are unfavorable (\$15K) mainly due to higher benefits (\$38K); offset by lower wages (\$3K), lower equipment expenses (\$14K), lower chemical and cleaning supplies (\$2K), lower dishes, cutlery and utensils (\$3K), and lower recovered costs (\$2K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$47K) mainly due to higher wages (\$29K), higher benefits (\$22K), higher other supplies (\$4K); offset by lower chemical and cleaning supplies (\$5K), and lower equipment expenses (\$4K).

Laundry Expenses: YTD Laundry expenses are favorable (\$28K) mainly due to lower wages (\$10K), lower benefits (\$2K), lower bedding and linen (\$4K), lower equipment expenses (\$14K); offset by higher chemical and cleaning supplies (\$1K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$14K) mainly due to lower alarm (\$5K), lower elevator expenses (\$6K), lower grease trap cleaning (\$2K), lower heating and air conditioning (\$7K), lower landscaping and snow removal (\$11K), lower lighting (\$3K), lower pest control (\$3K), lower plumbing (\$12K), lower travel expenses (\$1K), lower staff cost (\$1K); offset by higher wages (\$4K), higher building repair (\$7K), higher chemical and cleaning supplies (\$1K), higher electrical expenses (\$2K), higher equipment expenses (\$16K), higher contracted services (\$4K), and higher other supplies (\$2K).

Administration Expenses: YTD Administration expenses are favorable (\$126K) due to lower wages (\$9K), lower bad debt expense (\$13K), lower collection costs (\$2K), lower computer expenses (\$12K), lower office equipment (\$22K), lower postage and courier (\$1K), lower professional fees (\$69K), lower promotion expenses (\$3K), lower purchased services (\$9K), lower allocations (\$3K), lower travel expenses (\$1K), lower supplies (\$3K), lower donations (\$1K); offset by higher benefits (\$7K), higher accreditation expenses (\$1K), higher staffing costs (\$8K), higher IT allocations (\$2K), and higher association fees (\$3K).

Facility Expenses: YTD Facility expenses are favorable (\$142K) mainly due to lower cable (\$1K), lower management fees (\$5K), lower gas (\$14K), lower hydro (\$108K), and lower water and sewage (\$13K).

**Table 2: Year to Date Capital Expenses: November 2019**

<b>Capital Expense</b>	<b>Year-to-Date Expenses</b>	<b>Approved 2019 Budget</b>
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	\$31,000	\$25,000
Resident Bathroom Cabinets	On hold	\$20,376
Hot Holding Cabinet	\$6,558	\$15,000
Flooring	\$28,000	\$18,000
<b>Totals</b>		<b>\$151,476</b>

## Scorecard: Quality

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

<b>Indicator</b>	<b>2019 Q1 Current Performance</b>	<b>Target</b>
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. Awaiting quarter 2 (July 2019 to September 2019) date from CIHI.

## **Scorecard: People**

### **Employee Engagement Survey**

- 20 team members were recognized by family members and peers through the Spot A Star program.
- Family Council sponsored a staff appreciation event in December.
- Quality of Worklife hosted a number of events throughout December.

### **Sienna Support Services Updates**

Sienna Partner Visits:

- November 18, 2019 – Regional Vice President
- November 21 and 22, 2019 – Manager of Quality
- November 25, 2019 – Learning and Development Partner
- December 12, 2019 – HR Business Partner
- December 12, 2019 – Clinical Partner
- December 17, 2019 – Learning and Development Partner

### **Projects, Location Events and Other**

- CARF Accreditation Survey November 21 and 22, 2019
- Resident and Family Christmas party held December 5
- Christmas gifts for each resident were donated by team members and families. This generosity is truly amazing.

# **Long Term Care Update**

## **Occupancy (data since last report)**

- 97.0% occupancy
- 1 Discounted Private or Semi-private beds (under 60%)
- 39 move ins and 31 discharges

## **Regulatory visits i.e. MOL, Public Health**

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

## **Written and Verbal Complaints Summary**

Written complaint received from a family member regarding the wandering of residents into rooms. Resolved

Written complaint regarding the readiness of a resident for an external appointment. The external organization acknowledged that the appointments were not communicated to the home. Resolved

Verbal complaint received regarding the decline of a resident's health status and missing dentures. Resolved

Verbal complaint received regarding the communication of information to a family. Resolved

## **Compliments Summary**

Several cards of thank you received from families for the wonderful care provided by team members. Families were extremely generous over the holidays and provided team members with wonderful treats.

## **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**

The Executive Director will be meeting with Resident's Council on January 9 and residents on January 13 to review resident satisfaction survey results with the goal to develop an action plan.

Family Satisfaction Surveys will be shared with families on February 5.

## **Resident/Family Council Updates**

Family Council met in December. Minutes posted on the Family Council board

## **Emergency Preparedness and Environmental concerns**

Tested code red on days November 20 and December 27, on evenings November 16 and December 13, on nights November 25 and December 5. All team members have participated in a minimum of one code red drill in 2019.

All emergency codes were tested on all three shifts at least once in 2019.