



September 2017 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: October 16, 2017

Information for the Month of: September 2017

Financials

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings

August 2017

	Current Month					Year-to-Date				
	Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days	5,059		5,069		(10)	39,208		39,733		(525)
Occupancy %	98.31%		98.5%		-0.2%	97.2%		98.5%		(1.3%)
Nursing Envelope Funds	551,686	109.05	551,377	108.78	310	4,274,527	109.02	4,263,364	107.30	11,163
Nursing Expenses	587,489	116.13	596,318	117.64	8,829	4,511,193	115.06	4,619,179	116.26	107,986
Net Nursing Envelope	(35,803)	(7.08)	(44,942)	(8.87)	9,139	(236,666)	(6.04)	(355,816)	(8.96)	119,149
Program Envelope Funds	60,964	12.05	60,571	11.95	393	475,801	12.14	473,761	11.92	2,040
Program Expenses	60,815	12.02	57,289	11.30	(3,526)	447,535	11.41	448,725	11.29	1,190
Net Program Envelope	150	0.03	3,282	0.65	(3,132)	28,266	0.72	25,036	0.63	3,230
Food Envelope Funds	46,314	9.15	44,127	8.71	2,187	346,517	8.84	342,142	8.61	4,375
Food Expenses	45,007	8.90	44,127	8.71	(880)	349,590	8.92	342,142	8.61	(7,448)
Net Food Envelope	1,307	0.26	-	-	3,067	(3,073)	(0.08)	-	-	11,822
Accommodation Revenue	340,768	67.36	321,844	63.50	18,924	2,608,642	66.53	2,504,864	63.04	103,779

Accommodation Expenses										
Dietary Expenses	95,702	18.92	90,353	17.83	(5,349)	723,263	18.45	703,214	17.70	(20,048)
Housekeeping Expenses	43,641	8.63	38,758	7.65	(4,883)	316,585	8.07	299,881	7.55	(16,704)
Laundry Expenses	14,875	2.94	16,282	3.21	1,407	134,493	3.43	126,138	3.17	(8,355)
Maintenance Expenses	33,615	6.64	34,125	6.73	510	345,888	8.82	311,747	7.85	(34,141)
Administration Expenses	37,139	7.34	46,075	9.09	8,935	301,635	7.69	363,353	9.14	61,717
Facility Expenses	70,127	13.86	93,384	18.42	23,257	666,466	17.00	742,032	18.68	75,566
Accommodation Expenses	<u>295,099</u>	<u>58.33</u>	<u>318,977</u>	<u>62.93</u>	<u>23,878</u>	<u>2,488,330</u>	<u>63.46</u>	<u>2,546,365</u>	<u>64.09</u>	<u>58,035</u>
Other Accomodation - NOI	45,670	9.03	2,868	0.57	42,802	120,312	3.07	(41,502)	(1.04)	161,813
Over/Under Adjustment	(34,345)	(6.79)	(41,659)	(8.22)	-	(211,474)	(5.39)	(330,780)	(8.33)	-
Net Operating Income	<u>11,324</u>	<u>2.24</u>	<u>(38,792)</u>	<u>(7.65)</u>	<u>50,116</u>	<u>(91,162)</u>	<u>(2.33)</u>	<u>(372,281)</u>	<u>(9.37)</u>	<u>281,120</u>
Capital Reserve	<u>(12,623)</u>	<u>(2)</u>	<u>(26,761)</u>	<u>(5)</u>	<u>14,138</u>	<u>(185,812)</u>	<u>(5)</u>	<u>(214,087)</u>	<u>(5)</u>	<u>28,276</u>
Net Income (Loss)	<u>(1,299)</u>	<u>(0.26)</u>	<u>(65,553)</u>	<u>(12.93)</u>	<u>64,254</u>	<u>(276,973)</u>	<u>(7.06)</u>	<u>(586,369)</u>	<u>(14.76)</u>	<u>309,395</u>

VICTORIA MANOR

Variance Explanations

August 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	551,686	551,377	310	4,274,527	4,263,364	11,163
<p>MTD Nursing revenue is in line with budget.</p> <p>YTD Nursing Revenue is favorable (\$11K) due to monthly high wage cost transition funding received from MOH not included in budget (\$19K), higher RPN initiative revenue (\$1K), higher HIN Claims revenue \$2K), offset by lower BSO funding (\$12K).</p>						
NURSING EXPENSES - DIRECT	510,808	541,918	31,110	4,029,712	4,177,601	147,889
<p>MTD Direct wages are favorable (\$31K) due to lower RN wages (\$10K), lower RPN wages (\$3K), lower BSO wages (\$4K), lower agency wages (\$8K), and lower benefits (\$10K), offset by higher PSW wages (\$5).</p> <p>YTD Direct wages are favorable (\$148K) mainly due to lower RN wages (\$50K), lower RPN wages (\$19K), lower BSO wages (\$14K), lower MDS RAI wages (\$8K), lower benefits (\$54K), and lower RN and RPN Agency (\$65K), offset by higher PSW wages (\$61K).</p>						

NURSING EXPENSES - ADMIN	76,680	54,400	(22,280)	481,481	441,578	(39,903)
<p>MTD Nursing Admin expenses are unfavorable (\$22K) mainly due to higher purchased services \$22K), higher medical supplies (\$3K), offset by lower equipment expenses (\$1K), and lower travel cost (\$1K).</p> <p>YTD Nursing Admin expenses are unfavorable (\$40K) mainly due to higher wages (\$8K), higher benefits (\$2) ,higher purchased services (\$36K), higher medical expenses (\$3), higher high intensity costs (\$2K), offset by lower incontinence supplies (\$2K), lower staff cost (\$5K), unused travel budget (\$2K), and lower equipment expense (\$2K).</p>						

PROGRAM REVENUE	60,964	60,571	393	475,801	473,761	2,040
<p>MTD Program revenue is in line with budget.</p> <p>YTD Program revenue is favorable (\$2K) mainly due to pay equity funding received but not budgeted (\$1K) and higher physio funding (\$1K).</p>						

PROGRAM EXPENSES	60,815	57,289	(3,526)	447,535	448,725	1,190
<p>MTD Program expenses are unfavorable (\$4K) mainly due to higher wages (\$4K), higher physio and exercise expenses (\$1K), offset by purchased services (\$1K).</p> <p>YTD Program expenses are favorable (\$1) due to lower wages and benefits (\$1K), lower supplies (\$6K), and lower purchased services (\$3K), offset by higher equipment expenses (\$7K), higher physio and exercise expenses (\$1), and higher staff cost (\$1K).</p>						

FOOD REVENUE	46,314	44,127	2,187	346,517	342,142	4,375
<p>MTD Food revenue is favorable (\$2K) due to increase in per diem funding to \$9.</p> <p>YTD Food revenue is favorable (\$4K) due to increase in per diem funding to \$9.</p>						

FOOD EXPENSES	45,007	44,127	(880)	349,590	342,142	(7,448)
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MTD Food expenses are in line with budget.
 YTD Food expenses are overspending (\$7K).

ACCOMMODATION REVENUE	340,768	321,844	18,924	2,608,642	2,504,864	103,779
<p>MTD Accommodations Revenue is favorable (\$19K) mainly due to higher preferred private revenues (\$8K), unbudgeted vendor rebates (\$11K), and high wage cost transition funding received not budgeted (\$1K), offset by accreditation funding budgeted but not received (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$104K) mainly due to higher preferred private revenues (\$53K), high wage cost transition funding received not budgeted (\$6K), and unbudgeted vendor rebates (\$57K), offset partly by accreditation funding budgeted but not received (\$13K).</p>						

DIETARY EXPENSES	95,702	90,353	(5,349)	723,263	703,214	(20,048)
<p>MTD Dietary expenses are unfavorable (\$5K) due to higher wages and benefits (\$4K), and higher equipment expenses (\$1K)</p> <p>YTD Dietary expenses are unfavorable (\$20K) mainly due to higher wages (\$19K), and higher benefits (\$4K), offset by lower equipment expenses (\$3K).</p>						

HOUSEKEEPING EXPENSES	43,641	38,758	(4,883)	316,585	299,881	(16,704)
<p>MTD Housekeeping expenses are unfavorable (\$5K) mainly due to higher wages (\$4K), and higher benefits (\$1K).</p> <p>YTD Housekeeping expenses are unfavorable (\$16K) due to higher wages and benefits (\$14K), and higher chemical and cleaning supplies (\$3K).</p>						

LAUNDRY EXPENSES	14,875	16,282	1,407	134,493	126,138	(8,355)
<p>MTD Laundry expenses are favorable (\$1K) mainly due to lower wages (\$2K), offset by higher bedding and linen expenses (\$1K).</p>						

YTD Laundry expenses are unfavorable (\$8K) due to higher wages and benefits (\$7K) and higher bedding and linen (\$2K), offset by lower supplies (\$1K).

MAINTENANCE EXPENSES	33,615	34,125	510	345,888	311,747	(34,141)
<p>MTD Maintenance expenses are in line with budget.</p> <p>YTD Maintenance expenses are unfavorable (\$34K) due to higher wages and benefits (\$6K), higher plumbing repairs (\$26K), higher HVAC expenses (\$16K), higher generator expenses (\$13K), higher fire system (\$4), and higher building repairs (\$1); these are offset by lower elevator expenses (\$6K), lower equipment expenses (\$4K), lower landscaping expenses (\$5K), lower maintenance contracts (\$9K), and lower supplies expenses (\$9K).</p>						

ADMINISTRATION EXPENSES	37,139	46,075	8,935	301,635	363,353	61,717
<p>MTD Admin expenses are favorable (\$9K) due to lower wages and benefits (\$6K), unused wages-agency budget (\$3K), lower professional fees (\$1K), lower equipment expenses (\$3K), unused accreditation and association fees (\$1K), lower staff costs (\$1K), lower supplies (\$1K), offset by higher purchased services (\$1K), higher computer expenses (\$2K) and bad debt expense (\$4K).</p> <p>YTD Admin expenses are favorable (\$62K) mainly due to lower wages and benefits (\$10K), lower wages-agency (\$24K), lower association fees (\$2K), lower accreditation (\$2K), lower equipment expenses (\$20K), lower professional fees (\$24K), lower communication expenses (\$1K), and lower promotion (\$2K); offset by higher purchased services (\$7K), higher computer repairs (\$10K), higher collection costs (\$1K), and higher staff costs (\$1K), bad debt expense (\$6K).</p>						

FACILITY EXPENSES	70,127	93,384	23,257	666,466	742,032	75,566
<p>MTD Facility expenses are favorable (\$23K) due to lower hydro expenses (\$14K), lower gas expenses (\$4K), lower water expenses (\$6K), lower waste removal (\$2K), offset by higher management fees (\$3K) .</p>						

YTD facility expenses are favorable (\$76K), due to lower hydro (\$66K), lower water (\$12K), and lower waste removal (\$3K); offset by higher management fee (\$6K).

CAPITAL PURCHASES				288,102	80,944	(207,158)
<p>Capital Purchases include:</p> <p>JAN 2017 - Flooring (\$9,616), Replacement of fridge condensing unit (\$8,243).</p> <p>FEB 2017 - Automatic door (\$4,020), Common area furniture (\$13,895).</p> <p>MAR 2017 - New tubs (\$3,358), Power supply to AC system for dining room (\$1,272), Screen blind for Elord living room (\$275).</p> <p>APR 2017 - Installation of HVAC system (\$133,942), Tub room phase 4 (\$27,423).</p> <p>MAY 2017 - Resident room furniture (\$4,377), Installation of two ductless condensing units (\$22,174).</p> <p>JUN 2017 - No capital purchases.</p> <p>JUL 2017 - Panasonic wireless phones installation (\$36,760).</p> <p>AUG 2017 - Resident Cafe (\$882), Replacement of "F" Unit (\$21,865).</p>						

Scorecard: Quality

1) Canadian Institute for Health Information (CIHI) quarter 1 results. Action plan in place.

Indicator	Q1 Current Performance	Target
Reduce transfers to Emergency department	39.81	37.00
Improve Resident Satisfaction	Waiting on results	89.00
Reduce Antipsychotic medications	21.60	24.00
Reduce stage 2-4 pressure ulcers	4.30	4.50
Reduce the number of falls	18.60	23.00
Reduce the number of restraints	8.00	3.10

2) LTC: MOH Compliance Orders / Inspection Findings Summary:

Inspection Report Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
No visits in September			

Scorecard: People

1) Employee Engagement Survey

- More than 8 team members were recognized by Spot A Star cards submitted by family members and peers
- Victoria Manor Long Term Care Quality Improvement Plan (QIP)
 - Action plan in place to improve onboarding
 - Department Specific Orientation – Action plan developed by the leadership team. Action plan on track
 - Education to Educators – action plan will be developed in September. The goal is to provide education on November 14 to all team members who will act as a mentor for new team members joining the organization

Sienna Support Services Updates

Sienna Partner Visits

- September 13th – Program & Leisure Partner
- September 18th - VP Operations

Projects, Location Events and other

- The home hosted a Stakeholder Meeting with 30 community partners, contractors and team members in attendance. The outcome of the meeting was to continue to build partnerships with stakeholders while providing a 5 year in review summary. Evaluations were completed with very positive results.
- Residents participated “Love Your Trail” walk in celebration of Canada’s 150th birthday

Home Moments Notif

Miya Bradburn
@miyabradrob

homeminusforty.wordpress.com

Joined January 2016

Tweet to Miya Bradburn

1 Follower you know

23 Photos and videos



Miya Bradburn
@miyabradrob

Following

@LoveYourTrail Day is set to kick off!
@kawarthalakes @HollySpeedie



Long Term Care Update

1. Occupancy (data since last report):

Occupancy Report	Private	Semi	Basic	Short Stay	TOTAL
Admissions (+)	1.0	3.0	0.0	5.0	9.0
Departures (-)	1.0	0.0	1.0	5.0	7.0
Discounted Private or Semi – Private Beds (under 60%)	2.0	0.0	0.0	0.0	2.0

2. Regulatory visits i.e. MOL, Public Health:

Visitor	Date	Drivers and Actions
No visit this month		

3. Written & Verbal Complaints Summary:

Complaint	Date	Outcomes
Daughter is concerned about the cleaning routine and procedures for her Mom's wheelchair cushion	September 20, 2017	Family is waiting on additional seat cover from the manufacturer that was ordered in August.

4. Compliments Summary:

Compliment	Date	Outcomes
During a residents move in conference, daughter stated that she cannot believe how her mom is thriving in the home. She has decided that even though she lives in Brampton, she will not be	September 21, 2017	

relocating her mom closer to her.		
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5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
No issues noted		

6. Media Issues (as applicable):

Media Issues	Date	Outcomes
No issues noted		

7. Resident & Family Satisfaction Survey (as applicable):

Resident & Family Satisfaction Survey Scores	Date	Outcomes
Resident and Family Satisfaction Surveys were completed September 6 th to September 29 th	September 6 th to 29 th	Awaiting the results of the survey

8. Employee engagement updates:

Update	Date	Outcomes
Department specific orientation WIG in progress.	June 1, 2017	Implementation set for October, 2017

9. External vacancies and hires:

Position	PT External Vacancies	TPT External Vacancies	PT External Hires	External Hires	Current Status
RN	1	0	0	0	Reviewing applications

RPN	0	1	0	0	Reviewing applications
PSW	3	1	3	3	Interviews on a weekly basis.
Building Services	0	0	0	0	All positions have been filled
Dietary Aide	0	0	1	1	Reviewing applications
Life Enrichment	0	0	0	0	All positions have been filled
Reception	0	0	0	0	All positions have been filled

10. Any updates re Resident/Family Councils:

Council	Date	Outcomes/ Comments
Family Council will be holding a family gathering meeting on October 25 th at 7:00 pm		

11. Any contract updates i.e. Pharmacy Services / TENA / etc.:

Contracts	Date	Outcomes/ Comments
Nothing to report		

12. Capital Expenses:

Issue & date	Total Spent @ 09/30/17	Approved Budget
Heating & Cooling System 1 st floor dining rooms and serveries	\$31,687.49	\$ 22,500
HVAC Units	\$21,865	\$ 56,000
Ascom Telephone System	\$36,760	\$ 55,000

MacMillan Common Area Furniture	\$13,591.00	\$ 15,000
Resident Café Area	\$882.00	\$ 6,000
Resident Room Furniture	\$4,376.98	\$ 5,000
Dining Room Tables	Project on hold	\$ 2,500
Tub Rooms MacMillan/Elford	\$40,398	\$ 35,000
Automatic Door Openers – 1 st floor washrooms	\$4,019.00	\$ 3,000
Total 2017 Approved Capital		\$200,000
Total 2017 Remaining		\$46,420.53

13. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
0	6	0	0	None	None

- In June 2017 team members received education on Accident/Incidents. Since June there has been an 86% reduction in the number of incidents

14. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
September 17 @ 10:30 am; September 21 @ 4:30 pm; September 29 @ 4:00 am	Code Red Practiced	99% of team members have participated in a fire drill