



March and April 2022 Victoria Manor Operations Report to Committee of Management

Submission Date: May 16, 2022

Information for the Months of: March and April 2022

Financials

Table 1: Victoria Manor Executive Summary Statement of Earnings for December 2021

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	54,524	59,681	5,157
Occupancy %	90.0%	98.5%	8.5%
Nursing Envelope Funds	7,137,250	6,988,343	148,907
Nursing Expenses	7,770,897	8,918,384	1,147,486
Net Nursing Envelope	(633,647)	(1,930,041)	1,296,393
Program Envelope Funds	741,274	735,569	5,705
Program Expenses	708,076	770,521	62,445
Net Program Envelope	33,198	34,952	68,150
Food Envelope Funds	584,435	578,029	6,406
Food Expenses	595,581	578,029	(17,552)
Net Food Envelope	(11,146)	-	(11,146)
Accommodation Revenue	1,242,543	1,342,231	99,689
Accommodation Expenses	680,224	599,149	(81,076)
Dietary Expenses	253,076	245,004	(8,072)
Housekeeping Expenses	470,854	681,789	210,935
Laundry Expenses	507,560	533,636	26,076
Maintenance Expenses	1,051,433	1,110,291	58,858
Administration Expenses	4,205,690	4,512,100	306,410

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Facility Expenses	7,137,250	6,988,343	(148,907)
Accommodation Expenses	7,770,897	8,918,384	1,147,486
Pandemic Revenue	1,679,518	-	1,679,518
Pandemic Expenses	1,656,376	120,000	1,536,376
Net Pandemic Expenses	23,142	120,000	143,142
Net Operating Income	680,161	2,382,846	1,702,685
Capital Reserve	(123,072)	-	(123,072)
Net Income (Loss)	803,233	2,382,846	1,579,613

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is favorable (\$149K) mainly due to higher level of care (\$46K), higher high-intensity claims (\$2K), higher MDS RAI (\$1K), higher direct care funding (\$199K), higher allied health professional funding (\$37K); offset by lower pay equity funding (\$22K), lower BSO funding (\$110K), and lower falls prevention funding (\$4K).

Pandemic: Year to Date Pandemic funding is underspent: \$85,487, IPAC Minor Capital funding \$25,056, and IPAC Minor Capital Prior Year \$4,804.

Nursing Expenses – Direct: YTD are favorable (\$792K) mainly due to lower RN wages (\$384K), lower RPN wages (\$2K), lower PSW wages (\$134K), lower BSO wages (\$139K), lower MDS RAI wages (\$32K), lower benefits (\$191K); offset by higher agency wages (\$90K).

Nursing Expenses – Administration: YTD are favorable (\$356K) mainly due to lower wages (\$218K), lower benefits (\$81K), lower MDS RAI (\$15K), lower IT allocation (\$7K), lower computer expenses (\$2K), lower falls prevention equipment (\$4K), lower medical supplies (\$95K), lower travel costs (\$3K); offset by higher equipment expenses (\$39K), higher high-intensity (\$2K), higher incontinent supplies (\$20K), and higher one-time funding expense-BSO training (\$8K).

Program Revenue: YTD Program is favorable (\$6K) mainly due to higher level of care funding (\$146K); offset by lower pay equity funding (\$1K), and lower physio funding (\$139K).

Program Expenses: YTD Program expenses are favorable (\$62K) mainly due to lower wages (\$32K), lower benefits (\$14K), lower IT allocations (\$2K), lower physio (\$4K), lower purchased services (\$3K), lower supplies (\$10K), lower transportation costs (\$2K); offset by higher staff costs (\$6K).

Food Revenue: YTD Food revenue is favorable (\$6K)

Food Expenses: YTD Food expense are unfavorable (\$18K).

Accommodation Revenue: YTD revenue is unfavorable (\$100K) mainly due to lower basic accommodation (\$55K), lower preferred accommodation (\$44K), lower miscellaneous income (\$5K), lower other income from hair care (\$5K), lower pharmacy (\$2K), lower income from foot care (\$1K); offset by higher prior period LTC reconciliation (\$12K).

Dietary Expenses: YTD Dietary expenses are favorable (\$100K) mainly due to lower wages (\$74K), lower benefits (\$23K), lower equipment expenses (\$3K), lower supplies (\$1K); offset by lower recovered costs (\$2K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$81K) mainly due to higher wages (\$16K), higher chemical and cleaning supplies (\$35K), higher supplies (\$39K); offset by lower benefits (\$3K), and lower equipment expenses (\$6K);

Laundry Expenses: YTD expenses are unfavorable (\$8K) mainly due to higher wages (\$4K), higher benefits (\$3K), higher chemical and cleaning supplies (\$2K), higher laundry supplies (\$5K); offset by lower bedding and linen (\$1K), and lower equipment expenses (\$5K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$211K) mainly due to lower wages (\$50K), lower benefits (\$10K), lower alarm (\$4K), lower chemical and cleaning supplies (\$3K), lower electrical (\$13K), lower minor capital equipment (\$123K), lower heating and air conditioning (\$18K), lower grease trap cleaning (\$2K), lower snow removal (\$7K), lower contracted services (\$14K), lower painting and decorating supplies (\$3K), lower supplies (\$4K), lower plumbing (\$6K); offset by higher elevator expenses (\$3K), higher equipment expense (\$32K), higher fire system (\$11K), and higher pest control (\$1K).

Administration Expenses: YTD Administration are favorable (\$26K) mainly due to lower bad debts (\$6K), lower bank charges (\$20K), lower communications expenses (\$1K), lower computer expenses (\$11K), lower software and software subscriptions (\$24K), lower professional fees (\$32K), lower purchased services (\$49K), lower supplies (\$9K), lower travel (\$2K), lower promotions (\$1K); offset by higher wages (\$66K), higher

benefits (\$17K), higher association fees (\$1K), higher collection costs (\$1K), higher IT allocation (\$8K), higher office equipment expenses (\$33K), and higher staff costs (\$3K).

Facility Expenses: YTD Facility expenses are favorable (\$59K) mainly due to lower gas (\$13K), lower hydro (\$149K including rebate credit of \$62K), lower water (\$3K); offset by higher cable (\$1K), higher management fees (\$96K), and higher waste removal (\$10K).

Table 2: Victoria Manor Executive Summary Statement of Earnings for February 2022

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Resident Days	8,851	9,647	(796)
Occupancy %	90.4%	98.5%	(8.1%)
Nursing Envelope Funds	1,357,924	1,124,500	233,425
Nursing Expenses	1,306,625	1,590,433	283,809
Net Nursing Envelope	51,300	465,934	517,234
Program Envelope Funds	118,434	118,656	(222)
Program Expenses	168,339	122,185	(46,154)
Net Program Envelope	(49,906)	3,529	(46,376)
Food Envelope Funds	94,806	93,435	1,371
Food Expenses	96,200	93,435	(2,765)
Net Food Envelope	(1,394)	-	(1,394)
Accommodation Revenue	692,031	827,801	135,771
Accommodation Expenses			
Dietary Expenses	192,409	197,391	4,982
Housekeeping Expenses	132,494	95,957	(36,536)

	Year-to-Date Actual	Year-to-Date Budget	Year-to-Date Variance
Laundry Expenses	46,330	41,438	(4,892)
Maintenance Expenses	94,083	113,636	19,553
Administration Expenses	70,712	102,601	31,889
Facility Expenses	180,112	182,606	2,495
Accommodation Expenses	716,139	733,629	17,490
Pandemic Revenue	324,609	69,800	254,809
Pandemic Expenses	324,609	19,397	305,212
Net Pandemic Expenses	-	50,403	(50,403)
Net Operating Income	(24,108)	(324,888)	300,780
Capital Reserve	(18,934)	-	(18,934)
Net Income (Loss)	43,042	324,888	281,846

Variance Explanations

Nursing Revenue: Year-to-Date (YTD) is favorable (\$233K) mainly due to higher level of care (\$18K), higher direct care funding (\$199K), higher allied health professional funding (\$37K); offset by lower pay equity (\$5K), and lower BSO funding (\$16K).

Pandemic: Year to Date Pandemic net impact is underspent: Pandemic funding \$179,334, and IPAC Minor Capital funding \$22,265.

Nursing Expenses – Direct: YTD are favorable (\$78K) mainly due to lower RN wages (\$84K), lower RPN wages (\$1K), lower PSW wages (\$32K), lower BSO wages (\$11K), lower benefits (\$14K); offset by higher agency wages (\$64K).

Nursing Expenses – Administration: YTD are favorable (\$82K) mainly due to lower wages (\$47K), lower MDS RAI (\$3K), lower benefits (\$17K), lower IT allocation (\$1K), lower medical supplies (\$23K), lower staff costs (\$1K); offset by higher computer expenses (\$1K), higher falls prevention (\$2K), higher equipment expenses (\$3K), and higher incontinent supplies (\$4K).

Program Revenue: YTD Program is in line with budget.

Program Expenses: YTD Program expenses are unfavorable (\$46K) mainly due to higher wages (\$38K), higher benefits (\$3K), higher equipment expenses (\$11K); offset by lower physio (\$1K), lower purchased services (\$1K), lower staff costs (\$1K), and lower supplies (\$3K).

Food Revenue: YTD Food revenue is favorable (\$1K).

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

Accommodation Revenue: YTD revenue is unfavorable (\$136K) mainly due to lower construction subsidy funding (\$167K); offset by higher basic accommodation (\$6K), higher preferred accommodation (\$2K), and higher miscellaneous income from monthly deposit interests and 'Complete' Q4 2021 vendor rebates (\$23K).

Dietary Expenses: YTD Dietary expenses are favorable (\$5K) mainly due to lower wages (\$5K), lower equipment expenses (\$3K); offset by higher dishes, cutlery & utensils (\$3K).

Housekeeping Expenses: YTD Housekeeping expenses are unfavorable (\$17K) mainly due to higher wages (\$2K), higher chemical and cleaning supplies (\$10K), and higher supplies (\$5K).

Laundry Expenses: YTD expenses are unfavorable (\$5K) mainly due to higher wages (\$5K).

Maintenance Expenses: YTD Maintenance expenses are favorable (\$20K) mainly due to lower wages and benefits (\$6K), lower equipment expenses (\$9K), lower fire system (\$2K), lower generator (\$1K), lower heating (\$1K), lower contracted services (\$3K), minor capital equipment budgeted and netted off against capital reserve (\$19K), and lower supplies (\$2K); offset by higher building repair (\$6K), higher snow removal (\$11K), and higher plumbing (\$7K).

Administration Expenses: YTD Administration are favorable (\$32K) mainly due to lower wages (\$8K), lower software and software subscriptions (\$16K), lower office equipment (\$1K), lower professional fees (\$2K), lower purchased services (\$9K); offset by higher bank charges (\$1K), higher computer expenses (\$2K), and higher staff costs (\$1K).

Facility Expenses: YTD Facility expenses are are favorable (\$2K) mainly due to lower gas (\$13K), lower hydro (\$3K including \$8K rebate); offset by higher management fees (\$10K), and higher water and sewage (\$3K).

Table 3: 2022 Year To Date Capital Projects: February 2022

Capital Expense	Approved 2021 Budget	Year-to-Date Expenses
Fire Doors	30,000	Ordered
Sidewalk/Curb Replacement	26,000	In progress
Make Up Air Unit	55,000	In progress
Hobart Floor Mixer	15,000	
Stainless steel refrigerator	6,000	
Laundry carts	12,000	
Wall protection	6,000	In progress
Totals	150,000	

Scorecard: Quality

Table 4: Canadian Institute for Health Information (CIHI) quarter 2 (July to September 2021) results.

Indicator	2021 Q2 Current Performance	Target
Antipsychotic medications	22.00	20.90
Worsened stage 2-4 pressure ulcers	2.30	2.40
Has fallen	13.10	16.00
Daily physical restraints	2.10	2.60
Has pain	6.50	5.40
Worsened pain	8.20	9.00
Percentage of complaints received by a LTCH that were acknowledged to the individual who made a complaint within 10 business days.	100	100
Transfers to Emergency department (note Q1-Q4 2019)	10.8	23.00

Indicators are monitored monthly during Resident Safety meetings. Action plans are in place.

Scorecard: People

Employee Engagement

- Several team members were recognized in March and April by residents and peers through the Spot A Star program.
- Team members completed the Employee Engagement Survey in March 2022. Results will be reviewed in May 2022.

Projects, Location Events and Other

- 2022 Victoria Manor Operating Plan has been developed. The operating plan has been shared with residents, families and team members. The plan is posted by the entrance at the home.
- Adult Education & Training Centre has 20 PSW students completing hand on skills education every week at the home. This partnership has been featured in the local newspapers.

Long Term Care Update

Occupancy (data since last report)

- 90.4% occupancy – at this time Victoria House has 9 empty beds. There are no residents within the community on the wait list who meet secure home area requirements.
- 0 Discounted Private or Semi-private beds (under 60%)
- 11 move ins and 10 discharges

Regulatory visits i.e. MOL, Public Health

Ministry of Labour Inspection completed on April 29, 2022 – 1 order. Exhaust fan 2021 capital repairs in 1st and 2nd floor servery were delayed due to the delay from the manufacturer building the units.

Written and Verbal Complaints Summary

Verbal complaint received from a resident family who expressed concerns that their loved one was not personally groomed appropriately. Complaint resolved.

Verbal complaint received from a family member who expressed concerns that nail care and grooming was not complete following a bath. Complaint resolved.

Compliments Summary

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

Occupational Health and Safety Issues

Nothing to report.

Resident and Family Satisfaction Survey

The Director of Care, Dietary Manager and Executive Director met with residents to develop an action plan to improve overall resident satisfaction scores.

Families feel their needs are being met and appreciate the ongoing communication and transparency demonstrated by the team.

Resident/Family Council Updates

Family virtual town hall meetings held March 29 and April 26.

Emergency Preparedness and Environmental concerns

Code Red drills were held on all three (3) shifts in March and April 2022.

Code Black and Code Brown exercises were held on evenings and nights in March 2022.

Code Green exercise completed on nights in March 2022.

Code yellow drill completed on days in March 2022.

Annual Fan out tested in April 2022.