

SCHEDULE A SCOPE OF WORK			
Areas	Owner's Responsibilities (Victoria Manor)	Manager's Responsibilities (Sienna)	Joint Responsibilities (Victoria Manor and Sienna)
Leadership		Manager to ensure that all Victoria Manor contractors (e.g., footcare, haircare, etc.) and Administrator follow and adhere to approved policies. Manager to provide local level contracts. Manager to ensure that all Victoria Manor employees follow and adhere to approved policies.	Jointly identify high risk policies (such as financial, quality risk and privacy policies) in both Victoria Manor and Sienna and either develop a cross-walk between both sets of policies or develop site-specific policies.
People			
Occupational Health and Safety			
Maintenance			
Emergency Management			
Business / Operations			
Resident Care			
Nursing Administration			
Infection Control			
Leisure and Well Being			
Dietary			
Housekeeping & Laundry			
Quality and Risk Management			
Operating Budget	Provide input and comments to the annual operating budget. Review and approve the annual operating budget at the Committee of Management and City Council.	Provide the Owner with an annual operating budget, for a 12 month period January 1 to December 31, which outlines revenues and expenses by month during the budget period in reasonable detail.	
Capital Budget (as negotiated)	Administrator to work in collaboration with the City Council and Committee of Management to approve capital budget for the year.	Prepare a capital budget showing expenditures required for Capital Improvements and Equipment (other than operating supplies) for a 12 month period January 1 to December 31.	
Monthly Income Statement / GL Report / Balance Sheet / Variance Reports	Victoria Manor to provide Manager with information needed to complete the monthly financial report.	Manager to provide monthly financial report to Victoria Manor management team, including an income statement with summary variance explanations and balance sheet. Manager to prepare financial statements on a monthly basis, in collaboration with the City of Kawartha Lakes.	

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Monthly Operations Report	n/a	Develop a Operations Report to the Committee of Management on a monthly basis with a status on the quality indicators (such as satisfaction surveys, incident reports, admissions, etc.), as required.	
Monthly Accounts Receivable Trial Balance Report	Review monthly accounts receivable trial balance report and follow up with overdue accounts. Prepare collection letters as per policy.	Prepare and post trial monthly. Manager books monthly allowance for bad debts.	
Resident Billing	Enter all the deposits, payments, NSF, auxillary charges in PCC and print monthly bills and upload of EFT files to the bank. Enter the refunds into PCC before check requisition sent to manager. To prepare and submit rate reductions.	Finalize the billing, month and journal entry for revenues and deposits. Ensure new rates are entered on an annual / as needed basis. Reconcile month end	
Hiring Employees	Number and roles of employees established and modified through amendments to the Organizational Chart, subject to CAO/ Council approval	Hiring process for all positions approved in the Organizational Chart	
Performance Management of all Employees		The Manager shall manage all staff of Victoria Manor on behalf of the Owner, including ensuring compliance with all policies and procedures of the Owner. Performance Management shall include the Manager establishing and maintaining a performance management policy system that supports professional development, the identification of sub-standard performance, performance improvement and employee recognition.	
Educational training for Employees		The Manager shall ensure that all staff have access to, and receive, all legislated or Ministry of Health and Long Term Care required training and education and have access to educational and development opportunities.	

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Payroll for Employees		Prepare and submit to the City on a biweekly basis. The Manager will provide all payroll functions for employees of Victoria Manor in compliance with the Owner's payroll requirements, including the payment of employees of the Facility and the withholding remittance of payroll deductions.	
Subsidy Calculation Worksheet	n/a	Prepare and submit to MOH on an annual basis.	
Trust account reconciliation		Reconcile trust accounts on a monthly basis.	
MOH Annual Revenue Reconciliation report	n/a	Prepare and submit the MOH ARR report	
MOH Occupancy Report	n/a	Prepare and submit to MOH on an annual basis.	
Committee of Management and City Council Meetings	n/a	Provide a briefing note to summarize performance, high risk issue investigations at a high level, occupancy numbers, percentage of employees receiving identified education and attend meetings etc. (on an ad hoc basis).	
Annual Victoria Manor Operating Plan	n/a	n/a	Jointly develop the Victoria Manor operating plan with the Administrator and team members.
MIS Trial Balance		Prepare the semi-annual (October 31 and May 31) MIS trial balance	
French Language Reports (if applicable)	n/a	n/a	Owner and Administrator to prepare as needed, in conjunction with the LSAA.
Staffing Reports		Victoria Manor to prepare and submit annually to MOHLTC.	

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MOH Reconciliations (ARR) reports/support		Prepare the annual ARR report. Assist with responses to MOHLTC questions as needed.	
LAPS	Obtain Board approval and submit	Prepare LAPS report on an annual basis	
LSAA	Obtain Board approval and submit	Prepare LSAA report on an annual basis	
HQO QIP	Obtain Board approval and submit	Prepare HQO QIP report on an annual basis	
LSAA	Apply for and maintain licence as needed	Provide support, as needed	
MOH	Apply for and maintain licence as needed	Provide support, as needed	
Liquor	Apply for and maintain licence as needed	Provide support, as needed	
Other Licence	Apply for and maintain licence as needed	Provide support, as needed	
Electrical Permits	Apply for and maintain licence as needed	Provide support, as needed	
Renovation Permits	Apply for and maintain licence as needed	Provide support, as needed	
Other Permits	Apply for and maintain licence as needed	Provide support, as needed	
Administrator	The Owner has the right to approve the appointment of the Administrator. The Administrator will receive direction from the Victoria Manor Committee of Management and senior staff of the Owner, primarily the Director of Human Services acting on behalf of the Chief Administrative Officer. Provisions will be made for regular meetings, reporting requirements, and ongoing communication with the Manager to ensure Owner's priorities and interests are followed, and accountability measures are in place.	Hire and manage Administrator of Victoria Manor.	
VP Operations	n/a	Appoint a VP Operations to oversee management agreement.	

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Clinical Partners	n/a	As per management agreement.	
Informatics Partners	n/a	As per management agreement.	
Financial Partners	n/a	As per management agreement.	
Leisure and Well Being Partners	n/a	As per management agreement.	
Dietary and Menu Planning	n/a	As per management agreement.	
Building Services	n/a	As per management agreement.	
Human Resources		The Manager has the authority to manage all staff within Victoria Manor. The Manager shall be responsible for all Payroll functions for Victoria Manor including the payment of all salaries, wages and fringe benefits in the manner and timing required by the Owner.	The Owner may provide advice and guidance on Human Resources functions to support the operations of the Facility and to protect the Owner's interests, including, but not limited to: consultation and attendance at rights (grievance) arbitrations; participation as a committee member at collective bargaining and any resulting interest arbitrations; review and advice relating to Benefit plans; monitoring accuracy of benefit plan enrolment and correcting errors (regular errors meaning more than occasional but less than frequent); annual reconciliation of OMERS pension for Victoria Manor employees (auditing, enquiring and correcting multiple OMERS administration errors); ongoing advice on CUPE 855 Collective Agreement and any interactions necessary between 855 and Victoria Manor management; leadership role on Pay Equity processes, plan completion; guidance on particularly difficult employee situations, ie WSIB or accommodations that may have an impact on the City; and administration of positions within the City policies, ie: rating of VM positions using the non-union processes.
Infection Control Partner		As per management agreement.	
Environmental (Housekeeping and Laundry) Partners		As per management agreement.	

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Procurement Partners and Purchasing Power (as negotiated)		Sienna and employees of the Owner will follow the Owner's procurement policies and procedures. Including purchasing power.	
IT Support	Maintain all systems.	Maintain Yardi, PCC, Maintenance Care	
Access to Subject Matter Experts with Agreed Upon Terms (at Cost of Owner)			
Resident and Staff Satisfaction Surveys		Manager to provide all support required to facilitate surveys	
Accreditation Support			Jointly prepare for submissions and visits.
eLearning		Included.	
PCC		Included.	
Activity Pro		Included.	
Maintenance Care		included.	
Yardi		Included.	
UltiPro	N/A		
Synergy on Demand		Included.	