



July 2017 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

Submission Date: September 18, 2017
Information for the Month of: July 2017

Financials

Financials

VICTORIA MANOR

Executive Summary Statement of
Earnings
June 2017

	Current Month					Year-to-Date				
	Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days	4,871		4,905		(34)	29,111		29,595		(484)
Occupancy %	97.81%		98.5%		-0.7%	96.9%		98.5%		(1.6%)
Nursing Envelope Funds	534,825	109.80	535,314	109.13	(489)	3,162,202	108.63	3,160,610	106.79	1,592
Nursing Expenses	603,274	123.85	567,284	115.65	(35,990)	3,378,010	116.04	3,426,543	115.78	48,533
Net Nursing Envelope	(68,449)	(14.05)	(31,970)	(6.52)	(36,479)	(215,808)	(7.41)	(265,932)	(8.99)	50,125
Program Envelope Funds	59,753	12.27	58,972	12.02	781	353,973	12.16	352,619	11.91	1,354
Program Expenses	57,121	11.73	55,041	11.22	(2,080)	336,421	11.56	334,148	11.29	(2,273)
Net Program Envelope	2,632	0.54	3,931	0.80		17,553	0.60		0.62	

					(1,299)			18,472		(919)
Food Envelope Funds	42,081	8.64	42,081	8.58	-	253,889	8.72	253,889	8.58	-
Food Expenses	40,886	8.39	42,081	8.58	1,195	259,733	8.92	253,889	8.58	(5,844)
Net Food Envelope	1,195	0.25	-	-	(1,195)	(5,844)	(0.20)	-	-	5,844
Accommodation Revenue	337,886	69.37	308,483	62.89	29,403	1,938,144	66.58	1,861,175	62.89	76,969
Accommodation Expenses										
Dietary Expenses	93,647	19.23	84,603	17.25	(9,044)	531,646	18.26	522,508	17.66	(9,138)
Housekeeping Expenses	39,535	8.12	36,076	7.35	(3,459)	234,269	8.05	222,366	7.51	(11,903)
Laundry Expenses	15,988	3.28	15,197	3.10	(791)	101,657	3.49	93,574	3.16	(8,083)
Maintenance Expenses	64,833	13.31	46,565	9.49		276,429	9.50		8.17	

					(18,268)			241,886		(34,543)
Administration Expenses	29,723	6.10	44,446	9.06	14,723	237,254	8.15	271,203	9.16	33,949
Facility Expenses	85,019	17.45	92,198	18.80	7,179	515,579	17.71	555,264	18.76	39,685
Accommodation Expenses	328,745	67.49	319,086	65.05	(9,659)	1,896,833	65.16	1,906,801	64.43	9,968
Other Accomodation - NOI	9,141	1.88	(10,603)	(2.16)	19,744	41,310	1.42	(45,626)	(1.54)	86,936
Over/Under Adjustment	(64,623)	(13.27)	(28,039)	(5.72)	-	(204,099)	(7.01)	(247,461)	(8.36)	-
Net Operating Income	(55,481)	(11.39)	(38,642)	(7.88)	(16,839)	(162,789)	(5.59)	(293,087)	(9.90)	130,298
Capital Reserve	(55,037)	(11)	(26,761)	(5)	(28,276)	(160,566)	(6)	(160,566)	(5)	-
Net Income (Loss)	(110,518)	(22.69)	(65,403)	(13.33)	(45,115)	(323,355)	(11.11)	(453,652)	(15.33)	130,298

Variance Explanations
June 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	534,825	535,314	(489)	3,162,202	3,160,610	1,592
<p>MTD Nursing revenue is in line with budget.</p> <p>YTD Nursing Revenue is favorable (\$2K) due to monthly high wage cost transition funding received from MOH not included in budget (\$14K), higher Hi-Intensity claims revenue (\$1K), and higher RPN initiative revenue (\$1K), offset by lower BSO funding (\$15K).</p>						
NURSING EXPENSES - DIRECT	526,752	505,548	(21,204)	3,037,078	3,093,765	56,686
<p>MTD Direct wages are unfavorable (\$21K) due to higher RN wages (\$1K), higher RPN wages (\$4K), higher PSW wages (\$37K), offset by lower BSO wages (\$4K), lower benefits (\$7K), and lower agency wages (\$8K).</p> <p>YTD Direct wages are favorable (\$57K) mainly due to lower RN wages (\$31K), lower RPN wages (\$8K), lower BSO wages (\$16K), lower MDS RAI wages (\$5K), lower benefits (\$34K), and lower RN and RPN Agency (\$49K), offset by higher PSW wages (\$85K).</p>						
NURSING EXPENSES - ADMIN	76,522	61,736		340,932	332,778	

			(14,786)			(8,154)
<p>MTD Nursing Admin expenses are unfavorable (\$15K) mainly due to higher incontinence supplies (\$2K), higher purchased services (\$13K).</p> <p>YTD Nursing Admin expenses are unfavorable (\$8K) mainly due to higher wages (\$7K), higher benefits (\$2K), higher equipment expenses (\$2K), higher purchased services (\$4K), higher medical expenses (\$1K), offset by lower incontinence supplies (\$3K), lower staff cost (\$5K), and lower travel expenses (\$2K).</p>						

PROGRAM REVENUE	59,753	58,972	781	353,973	352,619	1,354
<p>MTD Program revenue is in line with budget.</p> <p>YTD Program revenue is favorable (\$1K) mainly due to pay equity funding received but not budgeted (\$1K).</p>						

PROGRAM EXPENSES	57,121	55,041	(2,080)	336,421	334,148	(2,273)
<p>MTD Program expenses are unfavorable (\$2K) due to higher wages and benefits (\$1), and higher physio and exercise expenses (\$1K).</p> <p>YTD Program expenses are unfavorable (\$2K) due to higher wages and benefits (\$1K), higher equipment expenses (\$6K), higher physio and exercise expenses (\$1K), offset by lower supplies (\$5K), and lower purchased services (\$1K).</p>						

FOOD REVENUE	42,081	42,081	-	253,889	253,889	-
Food revenue is in line with budget.						

FOOD EXPENSES	40,886	42,081	1,195	259,733	253,889	
---------------	--------	--------	-------	---------	---------	--

						(5,844)
<p>MTD Food expenses are favorable (\$1K).</p> <p>YTD Food expenses are overspending (\$6K).</p>						

ACCOMMODATION REVENUE	337,886	308,483	29,403	1,938,144	1,861,175	76,969
<p>MTD Accommodations Revenue is favorable (\$29K) mainly due to higher preferred private revenues (\$8K), high wage cost transition funding received not budgeted (\$1K), and unbudgeted vendor rebates received (\$23K), offset by accreditation funding budgeted but not received (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$77K) due to higher preferred private revenues (\$37K) and high wage cost transition funding received not budgeted (\$4K), unbudgeted vendor rebates (\$46K), offset partly by accreditation funding budgeted but not received (\$10K).</p>						

DIETARY EXPENSES	93,647	84,603	(9,044)	531,646	522,508	(9,138)
<p>MTD Dietary expenses are unfavorable (\$9K) mainly due to higher wages and benefits (\$10K), offset by lower equipment expenses (\$1K).</p> <p>YTD Dietary expenses are unfavorable (\$9K) mainly due to higher wages and benefits (\$13K), offset by lower equipment expenses (\$4K).</p>						

HOUSEKEEPING EXPENSES	39,535	36,076	(3,459)	234,269	222,366	(11,903)
<p>MTD Housekeeping expenses are unfavorable (\$3K) mainly due to higher wages and benefits (\$3K).</p> <p>YTD Housekeeping expenses are unfavorable (\$12K) due to higher wages and benefits (\$9K) and higher chemical and cleaning supplies (\$3K).</p>						

LAUNDRY EXPENSES	15,988	15,197	(791)	101,657	93,574	(8,083)
<p>MTD Laundry expenses are in line with budget.</p>						

YTD Laundry expenses are unfavorable (\$8K) due to higher wages and benefits (\$7K) and higher equipment expenses (\$1K).

MAINTENANCE EXPENSES	64,833	46,565	(18,268)	276,429	241,886	(34,543)
<p>MTD Maintenance expenses are unfavorable (\$18K), mainly due to higher equipment expenses (\$1K), higher building repairs (\$4K), higher HVAC expenses (\$5K), and higher generator expenses (\$13K), offset by lower contracted services (\$3K), and lower supplies expenses (\$1K).</p> <p>YTD Maintenance expenses are unfavorable (\$35K) mainly due to higher wages and benefits (\$7K), higher plumbing repairs (\$26K), higher HVAC expenses (\$16K), higher generator expenses (\$14K), higher fire system (\$3K), and higher building repairs (\$2K); these are offset by lower elevator expenses (\$5K), lower equipment expenses (\$3K), lower landscaping expenses (\$5K), lower maintenance contracts (\$13K), and lower supplies expenses (\$7K).</p>						

ADMINISTRATION EXPENSES	29,723	44,446	14,723	237,254	271,203	33,949
<p>MTD Admin expenses are favorable (\$15K) due to lower wages and benefits (\$2K), unused wages-agency budget (\$3K), lower professional fees (\$4K), lower equipment expenses (\$3K), and bad debts expenses recovery (\$4K), offset by higher purchased services (\$1K).</p> <p>YTD Admin expenses are favorable (\$34K) mainly due to lower wages and benefits (\$3K), unused wages-agency budget (\$18K), unused association fees budget (\$2K), unused accreditation budget (\$2K), lower equipment expenses (\$7K), lower professional fees (\$10K), and unused promotion budget (\$2K); offset by higher purchased services (\$6K), higher collection costs (\$1K), higher supplies (\$1K), and higher staff costs (\$2K).</p>						

FACILITY EXPENSES	85,019	92,198	7,179	515,579	555,264	39,685
<p>MTD Facility expenses are favorable (\$7K) due to lower hydro expenses (\$4K) and lower gas expenses (\$2K), and lower water expenses (\$1K).</p> <p>YTD facility expenses are favorable (\$40K), due to lower hydro (\$43K), lower water (\$5K), and lower waste removal (\$1K); offset by higher gas (\$8K).</p>						

CAPITAL PURCHASES				228,595	60,708	
-------------------	--	--	--	---------	--------	--

						(167,887)
Capital Purchases include: JAN 2017 - Flooring (\$9,616), Replacement of fridge condensing unit (\$8,243). FEB 2017 - Automatic door (\$4,020), Common area furniture (\$13,895). MAR 2017 - New tubs (\$3,358), Power supply to AC system for dining room (\$1,272), Screen blind for Elord living room (\$275). APR 2017 - Installation of HVAC system (\$133,942), Tub room phase 4 (\$27,423). MAY 2017 - Resident room furniture (\$4,377), Installation of two ductless condensing units (\$22,174). JUN 2017 - No capital purchases.						

Scorecard: Quality

1) Health Quality Ontario Quality Improvement Plan (QIP) 2017-18 signed and submitted March 31, 2017. Quarter 1 data will be submitted in August 2017

Indicator	Current Performance	Target
Reduce transfers to Emergency department	39.81	37.00
Improve Resident Satisfaction	89.00	89.00
Reduce Antipsychotic medications	25.43	24.00
Reduce stage 2-4 pressure ulcers	4.82	4.50
Reduce the number of falls	24.69	23.00
Reduce the number of restraints	3.15	3.10

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

Inspection Report Date	Purpose of Visit	WN/ VPC/ CO	Findings Summary
July 21, 2017	Critical Incident Follow Up	0 Findings	
July 27, 2017	Complaint Follow Up	2 WN 2 VPC	LTCHA, 2007 S.O. 2007, c.8, s. 6. Plan of care O.Reg 79/10, s. 131. Administration of drugs

Scorecard: People

1) Employee Engagement Survey

- 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. Target for completion September 2017
 - Education to Educators – action plan will be developed in September. The goal is to provide education to all team members who will act as a mentor for new team members joining the organization

Sienna Support Services Updates

Sienna Partner Visits

- July 10th - Quality & Informatics Partner
- July 12th – Nutrition Care Partner

Projects, Location Events and other

- Residents celebrated Canada’s 150th birthday by releasing butterflies they raised from cocoons over several months.



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	6.0	10.0
Departures (-)	0.0	2.0	2.0	8.0	12.0
Discounted Private or Semi – Private Beds (under 60%)	2	0	0	0	2

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
Family concerned with toileting routine	July 6, 2017	Regular communication being provided to family.
Identified ants in the residents room.	July 11, 2017	Personal food items left over by the resident removed. Plan in place to purge personal left over food items regularly.
Hand washing of residents hands entering a dining room was not observed by family	July 14, 2017	Hand washing audits are in place. Team members received additional education

4. Compliments Summary:

Compliment	Date	Outcomes
More than 10 staff were acknowledged through the Spot a Star program by residents and families	July 1 – 31, 2017	Spot awards were given to all team members
All team members who were present during the code red event were given a Spot a Star Card	July 29, 2017	Spot awards were given to all team members

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 & Family Council approved survey.	June 8, 2017	Resident and Family Satisfaction Surveys to be completed September 6 th to September 22 nd

8. Employee engagement updates:

Update	Date	Outcomes
Department specific orientation WIG in progress.	Ongoing	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	0	0	0	0	All positions have been filled
RPN	0	0	0	0	All positions have been filled
PSW	2	3	2	2	Onboarding in progress
Building Services	0	0	0	0	All positions have been filled

Dietary Aide	0	2	0	2	Interviews schedule
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
Nothing to report		

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

Contracts	Date	Outcomes/ Comments
Nothing to report		

12. List all outstanding building, legal / insurance claims issues:

Council	Date	Outcomes/ Comments
Nothing to report		

13. Capital Expenses:

Issue & date	Total Spent @ 07/31/17	Approved Budget
Heating & Cooling System 1 st floor dining rooms and serveries	\$31,687.49	\$ 22,500
HVAC Units	In progress	\$ 56,000
Ascom Telephone System	Project delayed. Target scheduled for August 15, 2017	\$ 55,000

MacMillan Common Area Furniture	\$13,591.00	\$ 15,000
Resident Café Area	Work in progress	\$ 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	\$ 3,000
Total 2017 Approved Capital		\$200,000
Total 2017 Remaining		\$105,972.53

14. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
1	10	0	1	None	None

15. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
July 19 @ 10:30 am ; July 9, @ 3:50 pm ; July 31 @ 4:00 am	Code Red	None