



August 2017 Victoria Manor Operations Report to Committee of Management

Non-Confidential Report

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

Financials

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings
 July 2017

	Current Month					Year-to-Date				
	Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days	5,038		5,069		(31)	34,149		34,664		(515)
Occupancy %	97.90%		98.5%		-0.6%	97.0%		98.5%		(1.5%)
Nursing Envelope Funds	560,638	111.28	551,377	108.78	9,261	3,722,840	109.02	3,711,987	107.08	10,853
Nursing Expenses	545,694	108.32	596,318	117.64	50,624	3,923,704	114.90	4,022,861	116.05	99,157
Net Nursing Envelope	14,944	2.97	(44,942)	(8.87)	59,886	(200,864)	(5.88)	(310,874)	(8.97)	110,010
Program Envelope Funds	60,864	12.08	60,571	11.95	293	414,837	12.15	413,190	11.92	1,647
Program Expenses	50,300	9.98	57,289	11.30	6,988	386,721	11.32	391,436	11.29	4,716
Net Program Envelope	10,564	2.10	3,282	0.65	7,281	28,116	0.82	21,754	0.63	6,363
Food Envelope Funds	46,314	9.19	44,127	8.71	2,187	300,203	8.79	298,015	8.60	2,187
Food Expenses	44,850	8.90	44,127	8.71	(724)	304,583	8.92	298,015	8.60	(6,568)
Net Food Envelope	1,464	0.29	-	-	2,911	(4,381)	(0.13)	-	-	8,755

Accommodation Revenue	329,730	65.45	321,844	63.50	7,886	2,267,874	66.41	2,183,019	62.98	84,855
Accommodation Expenses										
Dietary Expenses	95,915	19.04	90,353	17.83	(5,561)	627,560	18.38	612,861	17.68	(14,699)
Housekeeping Expenses	38,675	7.68	38,758	7.65	82	272,944	7.99	261,124	7.53	(11,821)
Laundry Expenses	17,962	3.57	16,282	3.21	(1,680)	119,618	3.50	109,856	3.17	(9,762)
Maintenance Expenses	35,844	7.11	35,736	7.05	(109)	312,273	9.14	277,622	8.01	(34,651)
Administration Expenses	26,732	5.31	46,075	9.09	19,343	264,496	7.75	317,278	9.15	52,782
Facility Expenses	80,760	16.03	93,384	18.42	12,624	596,340	17.46	648,648	18.71	52,309
Accommodation Expenses	295,888	58.73	320,588	63.25	24,700	2,193,232	64.23	2,227,389	64.26	34,157
Other Accommodation - NOI	33,842	6.72	1,257	0.25	32,586	74,642	2.19	(44,369)	(1.28)	119,012
Over/Under Adjustment	26,971	5.35	(41,659)	(8.22)	-	(177,128)	(5.19)	(289,120)	(8.34)	-
Net Operating Income	60,814	12.07	(40,403)	(7.97)	101,216	(102,486)	(3.00)	(333,490)	(9.62)	231,004
Capital Reserve	(12,623)	(3)	(26,761)	(5)	14,138	(173,189)	(5)	(187,326)	(5)	14,138
Net Income (Loss)	48,191	9.57	(67,164)	(13.25)	115,354	(275,674)	(8.07)	(520,816)	(15.02)	245,142

Variance Explanations

July 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	560,638	551,377	9,261	3,722,840	3,711,987	10,853
MTD Nursing revenue is favorable (\$9K) due to higher pay equity funding (\$2K) and higher BSO funding received (\$7K).						
YTD Nursing Revenue is favorable (\$11K) due to monthly high wage cost transition funding received from MOH not included in budget (\$17K), higher RPN initiative revenue (\$1K), offset by lower BSO funding (\$8K).						
NURSING EXPENSES - DIRECT	481,825	541,918	60,093	3,518,904	3,635,683	116,779
MTD Direct wages are favorable (\$60K) due to lower RN wages (\$9K), lower RPN wages (\$9K), lower PSW wages (\$28), lower RAI wages (\$3K), lower agency wages (\$8K), and lower benefits (\$10K), offset by higher BSO wages (\$6K).						
YTD Direct wages are favorable (\$117K) mainly due to lower RN wages (\$40K), lower RPN wages (\$16K), lower BSO wages (\$9K), lower MDS RAI wages (\$8K), lower benefits (\$44K), and lower RN and RPN Agency (\$57K), offset by higher PSW wages (\$57K).						
NURSING EXPENSES - ADMIN	63,869	54,400	(9,469)	404,800	387,178	(17,622)
MTD Nursing Admin expenses are unfavorable (\$9K) due to higher wages and benefits (\$1K), higher incontinence supplies (\$1K), higher purchased services (\$10K), offset by lower equipment expenses (\$1K), lower medical supplies (\$1K), and lower travel cost (\$1K).						

YTD Nursing Admin expenses are unfavorable (\$18K) mainly due to higher wages (\$8K), higher benefits (\$2) ,higher purchased services (\$14K), higher medical expenses (\$1), offset by lower incontinence supplies (\$1K), lower staff cost (\$5K), unused travel budget (\$2K).

PROGRAM REVENUE	60,864	60,571	293	414,837	413,190	1,647
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MTD Program revenue is in line with budget.

YTD Program revenue is favorable (\$2K) mainly due to pay equity funding received but not budgeted (\$1K) and higher physio funding (\$1K).

PROGRAM EXPENSES	50,300	57,289	6,988	386,721	391,436	4,716
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MTD Program expenses are favorable (\$7K) mainly due to lower wages and benefits (\$5K), lower physio and exercise expenses (\$1K), and lower supplies (\$1K).

YTD Program expenses are favorable (\$5) due to lower wages and benefits (\$5K), lower supplies (\$6K), and lower purchased services (\$2K), offset by higher equipment expenses (\$7K), higher physio and exercise expenses (\$1), and higher staff cost (\$1K).

FOOD REVENUE	46,314	44,127	2,187	300,203	298,015	2,187
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Food revenue is favorable (\$2K).

FOOD EXPENSES	44,850	44,127	(724)	304,583	298,015	(6,568)
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MTD Food expenses are in line with budget.

YTD Food expenses are overspending (\$7K).

ACCOMMODATION REVENUE	329,730	321,844	7,886	2,267,874	2,183,019	84,855
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MTD Accommodations Revenue is favorable (\$8K) mainly due to higher preferred private revenues (\$8K), and high wage cost transition funding received not budgeted (\$1K), offset by accreditation funding budgeted but not received (\$2K).

YTD Accommodations Revenue is favorable (\$85K) mainly due to higher preferred private revenues (\$44K) and high wage cost transition funding received not budgeted (\$5K), unbudgeted vendor rebates (\$46K), offset partly by accreditation funding budgeted but not received (\$12K).

DIETARY EXPENSES	95,915	90,353	(5,561)	627,560	612,861	(14,699)
<p>MTD Dietary expenses are unfavorable (\$6K) mainly due to higher wages and benefits (\$6K).</p> <p>YTD Dietary expenses are unfavorable (\$15K) mainly due to higher wages (\$15K), and higher benefits (\$3K), offset by lower equipment expenses (\$3K).</p>						

HOUSEKEEPING EXPENSES	38,675	38,758	82	272,944	261,124	(11,821)
<p>MTD Housekeeping expenses are in line with budget.</p> <p>YTD Housekeeping expenses are unfavorable (\$12K) due to higher wages and benefits (\$10K) and higher chemical and cleaning supplies (\$2K).</p>						

LAUNDRY EXPENSES	17,962	16,282	(1,680)	119,618	109,856	(9,762)
<p>MTD Laundry expenses unfavorable (\$2K) mainly due to higher wages (\$2K).</p> <p>YTD Laundry expenses are unfavorable (\$10K) due to higher wages and benefits (\$9K) and higher bedding and linen (\$1K).</p>						

MAINTENANCE EXPENSES	35,844	35,736	(109)	312,273	277,622	(34,651)
<p>MTD Maintenance expenses are in line with budget.</p> <p>YTD Maintenance expenses are unfavorable (\$35K) mainly due to higher wages and benefits (\$6K), higher plumbing repairs (\$28K), higher HVAC expenses (\$18K), higher generator expenses (\$14K), higher fire system (\$4), and higher building repairs (\$2); these are offset by lower elevator expenses (\$5K), lower equipment expenses (\$5K), lower landscaping expenses (\$5K), lower maintenance contracts (\$13K), and lower supplies expenses (\$8K).</p>						

ADMINISTRATION EXPENSES	26,732	46,075	19,343	264,496	317,278	52,782
<p>MTD Admin expenses are favorable (\$19K) due to lower wages and benefits (\$1K), unused wages-agency budget (\$3K), lower professional fees (\$13K), lower equipment expenses (\$3K), unused accreditation and association fees (\$1K), lower staff costs (\$1K), lower supplies (\$1K), offset by higher purchased services (\$1K) and bad debt expense (\$2K).</p> <p>YTD Admin expenses are favorable (\$53K) mainly due to lower wages and benefits (\$4K), unused wages-agency budget (\$21K), unused association fees budget (\$2K), unused accreditation budget (\$2K), lower equipment expenses (\$9K), lower professional fees (\$23K), lower communication expenses (\$1K), and unused promotion budget (\$2K); offset by higher purchased services (\$7K), higher collection costs (\$1K), and higher staff costs (\$2K), bad debt expense (\$2K).</p>						

FACILITY EXPENSES	80,760	93,384	12,624	596,340	648,648	52,309
<p>MTD Facility expenses are favorable (\$13K) due to lower hydro expenses (\$9K), lower gas expenses (\$5K), and lower water expenses (\$1K), offset by higher management fees (\$3K) .</p> <p>YTD facility expenses are favorable (\$52K), due to lower hydro (\$52K), lower water (\$6K), and lower waste removal (\$2K); offset by higher gas (\$3K) and higher management fee (\$4K).</p>						

CAPITAL PURCHASES				265,355	70,826	(194,529)
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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.
JUL 2017 - Panasonic wireless phones installation (\$36,760).

Scorecard: Quality

1) Health Quality Ontario Quality Improvement Plan (QIP) 2017-18 signed and submitted March 31, 2017. Quarter 1 data submitted to CIHI

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
August 15, 2017	Critical Incident Follow Up	1 WN	LTCHA, 2007 S.O. 2007, c.8, s. 6. Plan of Care

Scorecard: People

1) Employee Engagement Survey

- More than 30 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

- August 8th – VP Operations
- August 23rd - Quality & Informatics Partner
- August 23rd – Clinical Partner
- August 23rd – Infection Prevention and Control Partner

Projects, Location Events and other

- Residents enjoyed an afternoon outdoor working with cement
- Residents spent the day cruising on the Trent water way
- Annual Whole Home BBQ was held on August 25th. Although it was a bit chilly outside for residents to eat outside, residents enjoyed fresh corn, hamburgers and salads
- Many residents enjoyed the entertainment and music by Elvis



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	4.0	8.0
Departures (-)	1.0	1.0	0.0	4.0	6.0
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
Family member upset that resident waited 12 minutes to be taken to washroom. Concerns with team members working below regular staffing compliment.	August 11, 2017	Resolved
Family member indicated that a team member was disrespectful as resident had already eaten when family member arrived to assist resident to eat.	August 8, 2017	Resolved

4. Compliments Summary:

Compliment	Date	Outcomes
Family decided not to move their loved one to another long term care home 15 minutes from their home because they are very pleased with the care provided	August 8, 2017	
Family member of a resident who recently moved into the home communicated that she is so pleased with the care that has been shown to her mom. She cannot believe how the resident is settling in so well.	August 9, 2017	
Family was thrilled with an RN who helped them feel so comfortable during the move in. The grandson was made to feel very special and part of the move in experience.	August 17, 2017	

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.	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	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 @ 08/31/17	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	\$36,760	\$ 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	\$69,167.53
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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
Aug 22 nd @ 2:14 pm; Aug 22 nd @ 4:26 pm ; Aug 31 st @ 4:00 am	Code Red	
Aug 4 th @ 3:30 pm	Code Orange	