



# **October 2017 Victoria Manor Operations Report to Committee of Management**

## **Non-Confidential Report**

**Submission Date: November 20, 2017**

**Information for the Month of: October 2017**

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings  
September 2017

		Current Month					Year-to-Date				
		Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days		4,911		4,905		6	44,119		44,638		(519)
Occupancy %		98.61%		98.5%		0.1%	97.4%		98.5%		(1.1%)
Nursing Envelope Funds		533,211	108.57	535,314	109.13	(2,104)	4,807,737	108.97	4,798,678	107.50	9,059
Nursing Expenses		553,086	112.62	578,632	117.96	25,546	5,064,279	114.79	5,197,811	116.44	133,532
Net Nursing Envelope		(19,875)	(4.05)	(43,318)	(8.83)	23,442	(256,542)	(5.81)	(399,133)	(8.94)	142,592
Program Envelope Funds		59,313	12.08	58,972	12.02	341	535,115	12.13	532,733	11.93	2,382
Program Expenses		54,573	11.11	55,970	11.41	1,397	502,109	11.38	504,695	11.31	2,586
Net Program Envelope		4,740	0.97	3,002	0.61	1,738	33,006	0.75	28,038	0.63	4,968
Food Envelope Funds		44,820	9.13	42,703	8.71	2,117	391,337	8.87	384,845	8.62	6,491

Food Expenses	41,291	8.41	42,703	8.71	1,412	390,881	8.86	384,845	8.62	(6,036)
<b>Net Food Envelope</b>	<b>3,529</b>	<b>0.72</b>	-	-	<b>705</b>	<b>456</b>	<b>0.01</b>	-	-	<b>12,527</b>
<b>Accommodation Revenue</b>	<b>360,840</b>	<b>73.48</b>	<b>311,470</b>	<b>63.50</b>	<b>49,370</b>	<b>2,969,482</b>	<b>67.31</b>	<b>2,816,334</b>	<b>63.09</b>	<b>153,149</b>
<b>Accommodation Expenses</b>										
Dietary Expenses	92,973	18.93	87,704	17.88	(5,269)	816,236	18.50	790,918	17.72	(25,317)
Housekeeping Expenses	36,256	7.38	37,654	7.68	1,398	352,841	8.00	337,535	7.56	(15,306)
Laundry Expenses	16,233	3.31	15,834	3.23	(399)	150,726	3.42	141,972	3.18	(8,754)
Maintenance Expenses	27,769	5.65	32,122	6.55	4,353	373,657	8.47	343,869	7.70	(29,788)
Administration Expenses	39,857	8.12	45,166	9.21	5,309	341,492	7.74	408,519	9.15	67,027
Facility Expenses	70,836	14.42	92,198	18.80	21,362	737,302	16.71	834,230	18.69	96,928
<b>Accommodation Expenses</b>	<b>283,923</b>	<b>57.81</b>	<b>310,678</b>	<b>63.34</b>	<b>26,754</b>	<b>2,772,254</b>	<b>62.84</b>	<b>2,857,043</b>	<b>64.00</b>	<b>84,789</b>
<b>Other Accomodation - NOI</b>	<b>76,917</b>	<b>15.66</b>	<b>792</b>	<b>0.16</b>	<b>76,125</b>	<b>197,229</b>	<b>4.47</b>	<b>(40,709)</b>	<b>(0.91)</b>	<b>237,938</b>
Over/Under Adjustment	(11,606)	(2.36)	(40,316)	(8.22)	-	(223,080)	(5.06)	(371,096)	(8.31)	-
<b>Net Operating Income</b>	<b>65,310</b>	<b>13.30</b>	<b>(39,524)</b>	<b>(8.06)</b>	<b>104,834</b>	<b>(25,851)</b>	<b>(0.59)</b>	<b>(411,805)</b>	<b>(9.23)</b>	<b>385,953</b>

Capital Reserve	(55,037)	(11)	(26,761)	(5)	(28,276)	(240,848)	(5)	(240,848)	(5)	-
<b>Net Income (Loss)</b>	<b>10,274</b>	<b>2.09</b>	<b>(66,284)</b>	<b>(13.51)</b>	<b>76,558</b>	<b>(266,700)</b>	<b>(6.05)</b>	<b>(652,653)</b>	<b>(14.62)</b>	<b>385,953</b>

## VICTORIA MANOR

Variance Explanations

September 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	533,211	535,314	(2,104)	4,807,737	4,798,678	9,059
<p>MTD Nursing revenue is unfavorable (\$2K) mainly due to lower BSO funding (\$4K) offset by monthly high wage cost funding received from MOH not included in budget (\$2K).</p> <p>YTD Nursing Revenue is favorable (\$9K) due to monthly high wage cost transition funding received from MOH not included in budget (\$22K), higher RPN initiative revenue (\$2K), offset by lower BSO funding (\$15K).</p>						
NURSING EXPENSES - DIRECT	498,520	525,472	26,951	4,528,232	4,703,073	174,841
<p>MTD Direct wages are favorable (\$27K) due to lower PSW wages (\$10K), lower RN wages (\$5K), lower agency wages (\$5K), lower BSO wages (\$4K), lower MDS RAI wages (\$1K), and lower benefits (\$7K), offset by higher RPN wages (\$5K).</p> <p>YTD Direct wages are favorable (\$175K) mainly due to lower RN wages (\$55K), lower RPN wages (\$13K), lower BSO wages (\$17K), lower MDS RAI wages (\$9K), lower benefits (\$61K), and lower RN and RPN Agency (\$70K), offset by higher PSW wages (\$51K).</p>						

NURSING EXPENSES - ADMIN	54,566	53,160	(1,406)	536,047	494,738	(41,308)
<p>MTD Nursing Admin expenses are unfavorable (\$1K) mainly due to higher purchased services (\$8K), offset by lower wages and benefits (\$1K), lower equipment expenses (\$5K) and lower Hi-intensity costs (\$1K).</p> <p>YTD Nursing Admin expenses are unfavorable (\$41K) mainly due to higher wages (\$8K), higher benefits (\$1), higher purchased services (\$43K), higher medical expenses (\$2), higher hi-intensity costs (\$1K), higher computer repairs (\$1K), offset by lower staff cost (\$5K), unused travel budget (\$3K), and lower equipment expense (\$8K).</p>						

PROGRAM REVENUE	59,313	58,972	341	535,115	532,733	2,382
<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	54,573	55,970	1,397	502,109	504,695	2,586
<p>MTD Program expenses are favorable (\$1K) mainly due to lower supplies (\$1K).</p> <p>YTD Program expenses are favorable (\$3) due to lower wages and benefits (\$2K), lower supplies (\$7K), and lower purchased services (\$3K), offset by higher equipment expenses (\$8K), higher physio and exercise expenses (\$1), and higher staff cost (\$1K).</p>						

FOOD REVENUE	44,820	42,703	2,117	391,337	384,845	6,491
<p>MTD Food revenue is favorable (\$2K) due to increase in per diem funding to \$9.</p> <p>YTD Food revenue is favorable (\$6K) due to increase in per diem funding to \$9 effective July 2017.</p>						

FOOD EXPENSES	41,291	42,703	1,412	390,881	384,845	(6,036)
<p>MTD Food expenses are favorable (\$1K).</p> <p>YTD Food expenses are overspent (\$6K).</p>						

ACCOMMODATION REVENUE	360,840	311,470	49,370	2,969,482	2,816,334	153,149
<p>MTD Accommodations Revenue is favorable (\$49K) mainly due to higher preferred private revenues (\$9K), unbudgeted vendor rebates (\$7K), and high wage cost transition funding received not budgeted (\$1K), and prior period reconciliation impacting revenue (\$34K), offset by accreditation funding budgeted but not received (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$153K) mainly due to higher preferred private revenues (\$61K), higher basic accommodation revenue (\$2K), high wage cost transition funding received not budgeted (\$6K), unbudgeted vendor rebates (\$64K), and prior period reconciliation impacting revenue (\$34K), offset partly by accreditation funding budgeted but not received (\$15K).</p>						

DIETARY EXPENSES	92,973	87,704	(5,269)	816,236	790,918	(25,317)
<p>MTD Dietary expenses are unfavorable (\$5K) due to higher wages and benefits (\$5K), higher supplies (\$1K), and higher dishes, cutlery and utensils (\$1K), offset by lower equipment expenses (\$2K).</p> <p>YTD Dietary expenses are unfavorable (\$25K) mainly due to higher wages (\$24K), and higher benefits (\$5K), higher supplies (\$1K), higher dishes, cutlery and utensils (\$1K), offset by lower equipment expenses (\$5K).</p>						

HOUSEKEEPING EXPENSES	36,256	37,654	1,398	352,841	337,535	(15,306)
<p>MTD Housekeeping expenses are favorable (\$1K) mainly due to lower equipment expenses (\$1K).</p> <p>YTD Housekeeping expenses are unfavorable (\$15K) mainly due to higher wages and benefits (\$14K), higher chemical and cleaning supplies (\$2K), offset by lower equipment expenses (\$1K).</p>						

LAUNDRY EXPENSES	16,233	15,834	(399)	150,726	141,972	(8,754)
MTD Laundry expenses are in line with budget.						

YTD Laundry expenses are unfavorable (\$9K) due to higher wages and benefits (\$6K) and higher bedding and linen (\$1K), higher supplies (\$2K).

MAINTENANCE EXPENSES	27,769	32,122	4,353	373,657	343,869	(29,788)
<p>MTD Maintenance expenses are favorable (\$4K) due to unused building repair budget (\$1K), lower equipment expenses (\$2K), lower elevator expenses (\$1K), lower pest control expenses (\$1K), lower landscaping expenses (\$1K), offset by higher HVAC expenses (\$2K).</p> <p>YTD Maintenance expenses are unfavorable (\$30K) due to higher wages and benefits (\$6K), higher plumbing repairs (\$27K), higher HVAC expenses (\$19K), higher generator expenses (\$13K), higher fire system (\$4K), and higher electrical expenses (\$9K); these are offset by lower elevator expenses (\$7K), lower equipment expenses (\$6K), lower landscaping expenses (\$6K), lower lighting expenses (\$2K), lower maintenance contracts (\$19K), and lower supplies expenses (\$9K).</p>						

ADMINISTRATION EXPENSES	39,857	45,166	5,309	341,492	408,519	67,027
<p>MTD Admin expenses are favorable (\$5K) due to lower wages and benefits (\$1K), unused wages-agency budget (\$3K), lower equipment expenses (\$3K), unused accreditation and association fees (\$1K), lower staff costs (\$1K), offset by higher bad debt expense (\$3K).</p> <p>YTD Admin expenses are favorable (\$67K) mainly due to lower wages and benefits (\$10K), lower wages-agency (\$28K), lower association fees (\$3K), lower accreditation (\$3K), lower equipment expenses (\$23K), lower professional fees (\$24K), lower communication expenses (\$1K), lower supplies (\$1K), lower postage and courier (\$1K), lower promotion (\$2K); offset by higher purchased services (\$8K), higher computer repairs (\$10K), higher collection costs (\$1K), higher staff costs (\$1K), and higher bad debt expense (\$8K).</p>						

FACILITY EXPENSES	70,836	92,198	21,362	737,302	834,230	96,928
<p>MTD Facility expenses are favorable (\$21K) due to lower hydro expenses (\$17K), lower gas expenses (\$4K), lower water expenses (\$3K), offset by higher waste removal (\$1K), higher management fees (\$1K) .</p> <p>YTD facility expenses are favorable (\$96K), due to lower hydro (\$83K), lower water (\$15K), lower gas (\$4K), and lower waste removal (\$2K); offset by higher management fee (\$7K).</p>						

CAPITAL PURCHASES	11,273	10,118	(1,155)	299,375	91,062	(208,313)
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). AUG 2017 - Resident Cafe (\$882), Replacement of "F" Unit (\$21,865). SEP 2017 - Counter tops (\$608); York roof top replacement (\$10,665).						



Scorecard: Quality

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- 1) Canadian Institute for Health Information (CIHI) quarter 1 results. Action plan in place.
- 2) Quality review meeting scheduled for November 20 with Sienna partners

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

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

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

## Scorecard: People

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### 1) Employee Engagement Survey

- More than 7 team members were recognized by Spot A Star cards submitted by family members and peers
- Elford House team members have converted a storage room into a beauty salon where residents have their hair styled.
- 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

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### Sienna Partner Visits

- October 4<sup>th</sup> – Clinical Partner
- October 16<sup>th</sup> - VP Operations
- October 19<sup>th</sup> – Informatics Partner

### Projects, Location Events and other

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- On October 19<sup>th</sup> Mayors and CAO's from eastern Ontario visited Victoria Manor

## Long Term Care Update

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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 (-)	0.0	1.0	3.0	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
Family concerned about residents decline. Resident missing foot rests.	October 24, 2017	Family did not realize that by sending an email their concerns would be forwarded to the Ministry of Health. Meeting held with family and resident. Resolved.

4. Compliments Summary:

Compliment	Date	Outcomes
Family donated \$200 to Resident’s Council as a way of thanking team members for the wonderful care provided during their mother’s stay.	October 15, 2017	

5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
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No issues noted		
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6. Resident & Family Satisfaction Survey (as applicable):

<b>Resident &amp; Family Satisfaction Survey Scores</b>	<b>Date</b>	<b>Outcomes</b>
Resident and Family Satisfaction Surveys were completed September 6 <sup>th</sup> to September 29 <sup>th</sup>	September 6 <sup>th</sup> to 29 <sup>th</sup>	Awaiting the results of the survey

7. Employee engagement updates:

<b>Update</b>	<b>Date</b>	<b>Outcomes</b>
Department specific orientation WIG in progress.	June 1, 2017	Education being provided to orientation champions on November 14, 2017

8. External vacancies and hires:

<b>Position</b>	<b>PT External Vacancies</b>	<b>TPT External Vacancies</b>	<b>PT External Hires</b>	<b>External Hires</b>	<b>Current Status</b>
RN	0	0	0	1	
RPN	0	1	0	0	Reviewing applications
PSW	3	1	3	3	Interviews ongoing
Building Services	1	0	0	1	All positions have been filled
Dietary Aide	0	0	1	1	All positions have been filled

Life Enrichment	0	0	0	0	All positions have been filled
Reception	0	0	0	0	All positions have been filled

9. Any updates re Resident/Family Councils:

Council	Date	Outcomes/ Comments
Family Council will be holding a family gathering meeting on October 25 <sup>th</sup> at 7:00 pm		Approx. 10 people in attendance. Great opportunity for families to meet and network with other families.
Alzheimer's education for families offered weekly during the month of November. This		Very positive feedback received from families

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

Contracts	Date	Outcomes/ Comments
Nothing to report		

11. Capital Expenses:

Issue & date	Total Spent @ 09/30/17	Approved Budget
Heating & Cooling System 1 <sup>st</sup> floor dining rooms and serveries	\$31,687.49	\$ 22,500
HVAC Units	\$31,303.00	\$ 56,000
Ascom Telephone System	\$36,760.00	\$ 55,000
MacMillan Common Area Furniture	\$13,591.00	\$ 15,000
Resident Café Area	\$1,620.00	\$ 6,000
Resident Room Furniture	\$4,376.98.00	\$ 5,000

Dining Room Tables	Project on hold	\$ 2,500
Tub Rooms MacMillan/Elford	\$40,398.00	\$ 35,000
Automatic Door Openers – 1 <sup>st</sup> floor washrooms	\$4,019.00	\$ 3,000
<b>Total 2017 Approved Capital</b>		<b>\$200,000</b>
<b>Total 2017 Remaining</b>		<b>\$36,244.53</b>

12. WSIB updates:

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

13. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
October 22 <sup>nd</sup> – Days ; October 23 <sup>rd</sup> – Evenings ; October 28 <sup>th</sup> - Nights	Code Brown	Code brown testing requirements completed
October 17 <sup>th</sup> – Days ; October 13 <sup>th</sup> – Evenings ; October 16 <sup>th</sup> - Nights	Code White	Code white testing requirements completed
October 23 <sup>rd</sup> – Days; October 17 <sup>th</sup> – Evenings; October 27 <sup>th</sup> - Nights	Code Blue	Code blue testing requirements completed
October 29 <sup>th</sup> @ 10:34 am; October 15 <sup>th</sup> @ 4:00 pm; October 27 <sup>th</sup> @ 4:30 am	Code Red	99% of team members have participated in a fire drill