



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

## **Non-Confidential Report**

**Submission Date: December 18, 2017**

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

Financials

VICTORIA MANOR

Executive Summary Statement of Earnings  
October 2017

	Current Month					Year-to-Date				
	Actual	Actual PRD	Budget	Budget PRD	Variance	Actual	Actual PRD	Budget	Budget PRD	Variance
Resident Days	5,078		5,069		9	49,197		49,707		(510)
Occupancy %	98.68%		98.5%		0.2%	97.5%		98.5%		(1.0%)
Nursing Envelope Funds	551,611	108.63	551,377	108.78	235	5,359,349	108.94	5,350,054	107.63	9,294
Nursing Expenses	662,575	130.48	596,318	117.64	(66,256)	5,726,853	116.41	5,794,129	116.57	67,276
Net Nursing Envelope	(110,963)	(21.85)	(44,942)	(8.87)	(66,022)	(367,505)	(7.47)	(444,075)	(8.93)	76,570
Program Envelope Funds	60,798	11.97	60,571	11.95	227	595,912	12.11	593,304	11.94	2,609
Program Expenses	58,480	11.52	57,289	11.30	(1,192)	560,589	11.39	561,984	11.31	1,395
Net Program Envelope	2,318	0.46	3,282	0.65	(965)	35,323	0.72	31,320	0.63	4,004
Food Envelope Funds	46,314	9.12	44,127	8.71	2,187	437,651	8.90	428,972	8.63	8,679

Food Expenses	46,426	9.14	44,127	8.71	(2,299)	437,307	8.89	428,972	8.63	(8,335)
<b>Net Food Envelope</b>	<b>(112)</b>	<b>(0.02)</b>	-	-	<b>(112)</b>	<b>344</b>	<b>0.01</b>	-	-	<b>344</b>
<b>Accommodation Revenue</b>	<b>330,532</b>	<b>65.09</b>	<b>321,844</b>	<b>63.50</b>	<b>8,687</b>	<b>3,300,014</b>	<b>67.08</b>	<b>3,138,178</b>	<b>63.13</b>	<b>161,836</b>
<b>Accommodation Expenses</b>										
Dietary Expenses	94,879	18.68	90,353	17.83	(4,526)	911,115	18.52	881,272	17.73	(29,843)
Housekeeping Expenses	41,050	8.08	38,758	7.65	(2,292)	393,891	8.01	376,293	7.57	(17,598)
Laundry Expenses	15,281	3.01	16,282	3.21	1,000	166,007	3.37	158,253	3.18	(7,754)
Maintenance Expenses	37,989	7.48	40,800	8.05	2,811	411,645	8.37	384,668	7.74	(26,977)
Administration Expenses	66,263	13.05	46,075	9.09	(20,188)	407,755	8.29	454,593	9.15	46,839
Facility Expenses	82,499	16.25	93,384	18.42	10,885	819,801	16.66	927,614	18.66	107,814
<b>Accommodation Expenses</b>	<b>337,961</b>	<b>66.55</b>	<b>325,651</b>	<b>64.25</b>	<b>(12,310)</b>	<b>3,110,215</b>	<b>63.22</b>	<b>3,182,694</b>	<b>64.03</b>	<b>72,480</b>
<b>Other Accomodation - NOI</b>	<b>(7,429)</b>	<b>(1.46)</b>	<b>(3,807)</b>	<b>(0.75)</b>	<b>(3,622)</b>	<b>189,799</b>	<b>3.86</b>	<b>(44,516)</b>	<b>(0.90)</b>	<b>234,316</b>
Over/Under Adjustment	(108,758)	(21.42)	(41,659)	(8.22)	-	(331,838)	(6.75)	(412,755)	(8.30)	-
<b>Net Operating Income</b>	<b>(116,187)</b>	<b>(22.88)</b>	<b>(45,466)</b>	<b>(8.97)</b>	<b>(70,721)</b>	<b>(142,039)</b>	<b>(2.89)</b>	<b>(457,271)</b>	<b>(9.20)</b>	<b>315,233</b>

Capital Reserve	(12,623)	(2)	(26,761)	(5)	14,138	(253,471)	(5)	(267,609)	(5)	14,138
<b>Net Income (Loss)</b>	<b>(128,810)</b>	<b>(25.37)</b>	<b>(72,227)</b>	<b>(14.25)</b>	<b>(56,583)</b>	<b>(395,510)</b>	<b>(8.04)</b>	<b>(724,880)</b>	<b>(14.58)</b>	<b>329,371</b>

## VICTORIA MANOR

Variance Explanations

October 2017

	Current Month			Year-to-Date		
	Actual	Budget	Variance	Actual	Budget	Variance
NURSING REVENUE	551,611	551,377	235	5,359,349	5,350,054	9,294
<p>MTD Nursing revenue is in line with budget.</p> <p>YTD Nursing Revenue is favorable (\$9K) due to monthly high wage cost transition funding received from MOH not included in budget (\$24K), higher RPN initiative revenue (\$2K), higher Hi-Intensity Claims revenue (\$1K), offset by lower BSO funding (\$18K).</p>						
NURSING EXPENSES - DIRECT	581,984	541,918	(40,066)	5,110,216	5,244,991	134,775
<p>MTD Direct wages are unfavorable (\$40K) due to higher PSW wages (\$33K), higher RPN wages (\$1K), higher benefits (\$21K), offset by lower RN wages (\$5K), lower agency wages (\$7K), lower BSO wages (\$3K).</p> <p>YTD Direct wages are favorable (\$135K) mainly due to lower RN wages (\$59K), lower RPN wages (\$12K), lower BSO wages (\$21K), lower MDS RAI wages (\$10K), lower benefits (\$40K), and lower RN and RPN Agency (\$77K), offset by higher PSW wages (\$84K).</p>						
NURSING EXPENSES - ADMIN	80,591	54,400	(26,191)	616,638	549,138	(67,499)

MTD Nursing Admin expenses are unfavorable (\$26K) mainly due to higher wages and benefits (\$2K), higher medical supplies (\$24K), higher equipment expenses (\$3K), offset by lower purchased services (\$2K).

YTD Nursing Admin expenses are unfavorable (\$67K) mainly due to higher wages (\$9K), higher benefits (\$2), higher purchased services (\$42K), higher medical supplies (\$26), higher hi-intensity costs (\$1K), higher computer repairs (\$1K), offset by lower staff cost (\$5K), unused travel budget (\$3K), and lower equipment expense (\$6K).

PROGRAM REVENUE	60,798	60,571	227	595,912	593,304	2,609
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MTD Program revenue is in line with budget.

YTD Program revenue is favorable (\$3K) mainly due to pay equity funding received but not budgeted (\$1K) and higher physio funding (\$1K).

PROGRAM EXPENSES	58,480	57,289	(1,192)	560,589	561,984	1,395
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MTD Program expenses are unfavorable (\$1K) mainly due to higher wages and benefits (\$2K), offset by lower supplies (\$1K).

YTD Program expenses are favorable (\$1K) due to lower supplies (\$8K), and lower purchased services (\$4K), offset by higher equipment expenses (\$8K), higher physio and exercise expenses (\$1K), and higher staff cost (\$1K).

FOOD REVENUE	46,314	44,127	2,187	437,651	428,972	8,679
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MTD Food revenue is favorable (\$2K) due to increase in per diem funding to \$9.

YTD Food revenue is favorable (\$9K) due to increase in per diem funding to \$9 effective July 2017.

FOOD EXPENSES	46,426	44,127	(2,299)	437,307	428,972	(8,335)
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MTD Food expenses are unfavorable (\$2K).

YTD Food expenses are favorable (\$344).

ACCOMMODATION REVENUE	330,532	321,844	8,687			
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				3,300,014	3,138,178	161,836
<p>MTD Accommodations Revenue is favorable (\$9K) mainly due to higher preferred private revenues (\$8K), higher basic accommodation revenue (\$1K), and high wage cost transition funding received not budgeted (\$1K), offset by accreditation funding budgeted but not received (\$2K).</p> <p>YTD Accommodations Revenue is favorable (\$162K) mainly due to higher preferred private revenues (\$70K), higher basic accommodation revenue (\$3K), high wage cost transition funding received not budgeted (\$7K), unbudgeted vendor rebates (\$64K), and prior period reconciliation impacting revenue (\$34K), offset partly by accreditation funding budgeted but not received (\$17K).</p>						

DIETARY EXPENSES	94,879	90,353	(4,526)	911,115	881,272	(29,843)
<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 (\$30K) mainly due to higher wages and benefits (\$33K), higher supplies (\$1K), higher dishes, cutlery and utensils (\$2K), offset by lower equipment expenses (\$6K).</p>						

HOUSEKEEPING EXPENSES	41,050	38,758	(2,292)	393,891	376,293	(17,598)
<p>MTD Housekeeping expenses are unfavorable (\$2K) mainly due to higher benefits (\$2K).</p> <p>YTD Housekeeping expenses are unfavorable (\$18K) mainly due to higher wages and benefits (\$16K), higher chemical and cleaning supplies (\$3K), higher paper and other supplies (\$1K), offset by lower equipment expenses (\$2K).</p>						

LAUNDRY EXPENSES	15,281	16,282	1,000	166,007	158,253	(7,754)
<p>MTD Laundry expenses are favorable (\$1K) due mainly to unused bedding &amp; linen budget (\$1K).</p> <p>YTD Laundry expenses are unfavorable (\$8K) due to higher wages and benefits (\$6K), and higher chemical and cleaning supplies (\$2K).</p>						

MAINTENANCE EXPENSES	37,989	40,800	2,811	411,645	384,668	(26,977)
<p>MTD Maintenance expenses are favorable (\$3K) due to lower equipment expenses (\$1K), lower elevator expenses (\$1K), unused landscaping and snow removal budget (\$5K), unused maintenance contracts budget (\$4K), unused HVAC budget (\$1K), offset by higher building repair expenses (\$5K), higher fire system expenses (\$2K), and higher plumbing expenses (\$2K).</p> <p>YTD Maintenance expenses are unfavorable (\$27K) due to higher wages and benefits (\$7K), higher plumbing repairs (\$29K), higher HVAC expenses (\$18K), higher generator expenses (\$13K), higher fire system (\$6K), higher building repairs (\$5K), and higher electrical expenses (\$9K); these are offset by lower elevator expenses (\$7K), lower equipment expenses (\$7K), lower landscaping expenses (\$10K), lower lighting expenses (\$2K), lower maintenance contracts (\$20K), lower grease trap cleaning (\$1K), lower pest control (\$2K), lower chemical costs (\$1K), and lower supplies expenses (\$9K).</p>						

ADMINISTRATION EXPENSES	66,263	46,075	(20,188)	407,755	454,593	46,839
<p>MTD Admin expenses are unfavorable (\$20K) due to higher professional fees (\$3K), higher promotion expenses (\$3K), and bad debts (\$20K), offset by unused wages-agency budget (\$3K), lower equipment expenses (\$1K), and unused accreditation and association fees budget (\$1K).</p> <p>YTD Admin expenses are favorable (\$47K) mainly due to lower wages and benefits (\$11K), lower wages-agency (\$31K), unused association fees (\$3K), lower accreditation (\$3K), lower equipment expenses (\$24K), lower professional fees (\$21K), lower communication expenses (\$2K), lower supplies (\$1K), lower postage and courier (\$1K), offset by higher purchased services (\$8K), higher computer repairs (\$10K), higher collection costs (\$1K), higher staff costs (\$1K), higher travel expenses (\$1K), and bad debt expense (\$28K).</p>						

FACILITY EXPENSES	82,499	93,384	10,885	819,801	927,614	107,814
<p>MTD Facility expenses are favorable (\$11K) due to lower hydro expenses (\$8K), lower gas expenses (\$2K), lower water expenses (\$3K), lower waste removal (\$2K), offset by higher management fees (\$3K) .</p> <p>YTD facility expenses are favorable (\$108K), due to lower hydro (\$91K), lower water (\$18K), lower gas (\$6K), and lower waste removal (\$4K), offset by higher management fee (\$11K).</p>						

CAPITAL PURCHASES	15,880	10,118	(5,762)	315,255	101,180	(214,075)
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). OCT 2017 - Portable Phones (\$11,611.63), Wardrobe Cabinet (\$4,268.18).						

Scorecard: Quality

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

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 November			

## Scorecard: People

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### 1) Employee Engagement Survey

- 13 team members were recognized by family members and peers through the Spot A Star program
- 22 team members scheduled to attend 2018 Operational planning day on January 26, 2018
- 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 Mentors – On November 14 team members received education on how to successfully support the onboarding of new team members. These mentors were recognized and will play an important role in onboarding new team members.

## Sienna Support Services Updates

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### Sienna Partner Visits

- November 7<sup>th</sup> – Labour Relations
- November 20<sup>th</sup> - VP Operations
- November 20<sup>th</sup> – Informatics Partner
- November 20<sup>th</sup> – Clinical Partner

### Projects, Location Events and other

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- November 18<sup>th</sup> – Annual Bazar held
- November 19<sup>th</sup> - Home participated in Lindsay Santa Claus parade

## Long Term Care Update

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### 1. Occupancy (data since last report):

Occupancy Report	Private	Semi	Basic	Short Stay	TOTAL
Admissions (+)	1	4	2	3	10
Departures (-)	0	2	3	3	8
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
Fire Inspection	November 2, 2017	No orders
Electrical Safety Authority	November 21, 2017	No findings
Public Health	November 23, 2017	Action plan in place

### 3. Written & Verbal Complaints Summary:

Complaint	Date	Outcomes
Family believes that team members are hiding chips and candy's	November 29, 2017	Resident is able to make personal choices. Chips and candy placed on night table to reduce risk of resident choking in bed. Resolved.

### 4. Compliments Summary:

Compliment	Date	Outcomes
Received a card of thanks to all team members for providing great care during their mother's stay.	November 15, 2017	

5. OH&S Issues (as applicable):

OH & S Issue	Date	Outcomes
No issues noted		

6. Resident & Family Satisfaction Survey (as applicable):

Resident & Family Satisfaction Survey Scores	Date	Outcomes
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:

Update	Date	Outcomes
Orientation project complete	November 14, 2017	Evaluations received from new team members after their onboarding has been very positive

8. External vacancies and hires:

Position	PT External Vacancies	TPT External Vacancies	PT External Hires	External Hires	Current Status
RN	1	0	1	0	Screening resumes.
RPN	0	2	0	1	
PSW	2	1	3	0	Screening resumes and interviews on a weekly basis.

Building Services	0	0	0	1	
Dietary Aide	1	1	0	0	Interviewing internal candidate for Cook position
Life Enrichment	1	0	0	0	Interviews booked
Reception	0	0	0	0	

9. Any updates re Resident/Family Councils:

Council	Date	Outcomes/ Comments
Staff appreciation event planned for team members	December 6	

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

Contracts	Date	Outcomes/ Comments
Nothing to report		

11. Capital Expenses:

Issue & date	Total Spent @ 11/30/17	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	\$48,371.00	\$ 55,000
MacMillan Common Area Furniture	\$21,769.00	\$ 15,000
Resident Café Area	\$7,628.00	\$ 6,000

Resident Room Furniture	\$11,028	\$ 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>\$3,796.51</b>

12. WSIB updates:

Accidents	Incidents	Lost Time	Medical Attention	Outstanding WSIB for Month	Ongoing Outstanding WSIB Claims
0	8	0	0	0	0

13. Environmental concerns & emergency preparedness:

Date	Code Practiced	Outcomes/ Barriers
November 25 <sup>th</sup> – Days ; November 20 <sup>th</sup> – Evenings; November 29 <sup>th</sup> – minimum staffing drill (nights mock with fire department in attendance)	Code Red	Passed annual mandatory minimum staffing drill
November 29 <sup>th</sup> - Nights	Code Green	Code green testing requirements completed