



County of Essex

Administrative Report

Office of the Administrator, Sun Parlor Home

To: Warden Tom Bain and Members of County Council
From: Lynda Monik, Administrator, Sun Parlor Home
Date: January 24, 2014
Subject: 2014 Budget Presentation

Report #: 2014-R002-SPH-024-LM

Purpose

To present an overall summary of the Sun Parlor Home and the Victoria Street Manor budgets for 2014.

Discussion

The health system requires numerous changes due to the aging demographic. As in all areas of the system, long term care is impacted. Both the Sun Parlor Home and Victoria Street Manor continue to absorb the operational impact of change while ensuring our residents continue to be provided with the high quality care they deserve.

Prior Year Performance – 2013

Over the past number of years the complexity of the resident has changed. The Home is caring for residents on peritoneal dialysis, with tracheotomies and feeding tubes – high intensity needs that are “new” to the Long Term Care sector. The Home is also seeing younger individuals admitted with head injuries, cognitive, mental and behavioral impairments. The high intensity needs of some residents require a different staff skill set than the skills required to care for seniors. The Home is faced with balancing the needs of seniors, now living with younger residents in a home setting. The Home is also challenged to balance the “rights” of

residents, some of whom are capable, but may not fully comprehend the impacts of their decision making in a medical setting that is highly regulated. Staffing costs have also increased over the past year with the implementation of a new Pay Equity Plan and Job Evaluation Program. Funding changes to transportation and physiotherapy programs have also placed a higher burden on the Home and residents as some of these costs are no longer covered by the MOHLTC.

Victoria Street Manor has 14 residents and has maintained a 99.52% occupancy rate for the past 18 months with an ongoing waiting list. The Manor has been able to adjust the rates it charges residents to offset, to the degree possible, the effects of rising costs associated with providing increasing levels of care.

Proposed Budget – 2014

Efforts are ongoing to examine what opportunities are available or can be developed to partner and work collaboratively with stakeholders across the continuum of care in health care and in the public sector to ensure all residents' needs are met, a fiscally and operationally responsible budget is developed and administered and governing legislation and regulations are complied with.

Recommendation

For the information and consideration of Council.

Respectfully Submitted,

Lynda Monik

Lynda Monik, Administrator

Concurred with,

Brian Gregg

Brian Gregg, Chief Administrative Officer

Appendix No.	Title of Appendix
Appendix A	Sun Parlor Home – 2014 Budget

SUN PARLOR HOME

Description

The Sun Parlor Home's Mission is "to serve our community providing supportive resident focused care that promotes quality of life". The 300+ staff, 100+ registered volunteers, an active Auxiliary and numerous students consider it a privilege to care for the 206 residents who live in the Home.

The occupancy rate of the Home is over 98%, with over 66% of the Home's residents being diagnosed with dementia or Alzheimer's disease. With the Province encouraging seniors to age at home, the Sun Parlor Home has experienced much higher levels of acuity as new residents are admitted. This presents significant challenges as Administration balances the needs of the residents with the available resources. The Home is funded by the MOHLTC through the Erie St. Clair Local Health Integration Network (LHIN) and the Corporation of the County of Essex.

The Home offers nursing (including palliative care, foot care), physiotherapy, food and nutrition services, life enrichment programs / activation, housing, on-site laundry, housekeeping and access to a seamstress. Contracted services include hairdressing, Occupational Therapy, Pharmacy / prescriptions, Respiratory Therapy / oxygen, Pastoral Care and 24/7 medical care.

Victoria Street Manor

Since 1991, the Sun Parlor Home has supported the operations of Victoria Street Manor which is a supportive housing facility for 14 residents in Amherstburg.

The primary goals of the Manor are to provide the highest quality of supportive care and housing for frail seniors who are unable to manage safely in their own home and to maintain their dignity by promoting the highest level of independent life style that each resident is capable of achieving. With supportive housing and the associated care received by these residents, emergency room visits and hospital admissions are reduced. Health status decline is also slowed with improved and monitored nutrition, social engagement, consistent and accurate medication administration, safety interventions and hygiene practices. The need for placement in a Long Term Care Home is deferred.

Day Away Program

A Day Away Program is offered on site at the Home during the weekdays. Over 1,500 meals were prepared and served by the Sun Parlor Home, Food & Nutrition Services Department in 2013 to Day Away Program participants.

Meals on Wheels

To support individuals to remain in their homes with a healthy meal, the Home provides a "Meals on Wheels Program". The Meals on Wheels Program served over 16,000 meals in 2013. The meals are prepared by the Sun Parlor Home, Food & Nutrition Services Department on a cost recovery basis.

Other Partnerships

The Nurse Outreach Program sponsored by Windsor Regional Hospital continues to offer the services of a Nurse Practitioner to support the care for the residents two days a week.

SUN PARLOR HOME

Prior Year Performance

2013 was a challenging year for the Sun Parlor Home and all staff are applauded for their efforts during this transitional time.

In July 2013, two physicians (Dr. R. Moncur and Dr. A. Gow) were recruited to provide medical care to the residents. Dr. Moncur has assumed the Medical Director position for the Home and Dr. Moncur and Dr. Gow serve as Attending Physicians. The Medical Director is a Hospitalist and on staff at Leamington District Memorial Hospital (LDMH). Residents transferred to the LDMH Emergency Room benefit from the continuity of care offered by the Medical Director being on staff at both the Home and Hospital.

In addition, Administrator recruitment was completed with the hiring of Lynda Monik in November. Under new leadership, the Home is exploring the opportunity to update the Strategic Plan, which was last approved in 2009.

The Institute for Safe Medication Practices (ISMP) conducted an on-site review of the Home's medication practices on November 19, 20, 2012 and December 13, 2012 with the report being shared with the Home on February 28, 2013. The 60 page report generated by the Institute resulted in the adoption of some medication practice changes at the Home.

In September and October 2013, the Home underwent a Resident Quality Inspection (RQI) performed by three Compliance Officers from the MOHLTC. The Home received 4 Compliance Orders and 15 Written Notifications. Action plans to respond to the compliance orders and notifications have been drafted.

Wages and benefits are the biggest expenditure of the Home and have the greatest impact on the Budget performance. During 2013, the Home implemented an arbitrated collective agreement settlement with CUPE as well as job evaluation and pay equity settlements. Collectively these have caused unfavourable variances in 2013 wages and benefits. In the area of WSIB NEER costs, however, the Home continues to achieve success. Over the past five years, the Home has been able to go from an expense of over \$250,000 to a rebate of approximately \$40,000. All NEER savings are contributed to the Home's WSIB NEER reserve to allow for levy stabilization in the years where NEER costs are unusually high.

As part of the Home's effort to continuously improve resident care, the Home is exploring new ways of delivering service with the resources available.

SUN PARLOR HOME

Proposed Budget Current Year

Overall there are no changes to the existing staff complements, however some movement of staff is anticipated as departments work towards improved resource utilization. A modest increase in hours has been included in the Life Enrichment Services department to address MOHLTC compliance orders. There continue to be increasing demands put on the Home to meet regulatory and legislative requirements. New Regulations were introduced to the sector with no increase in the base budget to support compliance with the Regulations. Mandatory staff training costs have increased to comply with legislation including no smoking, accessibility, cytotoxic drugs and Preventing Violence in the Workplace. The sector is highly regulated by the Province (as the major funder) and compliance must be achieved.

The Home anticipates that budgetary and operational risks will arise from the pressures of constantly rising service demands, complex resident care requirements (tube feedings, trachs/suctioning) and limited financial resources. There are no additional dollars to realize the implementation and sustainability of the regulations and legislative requirements. The home received 19 (nineteen) orders for which action plans must be put in place to ensure compliance with the regulations. There will be costs associated with the implementation of the nineteen orders. The Administration will work diligently to cost contain line items so other new line item expenditures may be realized. For example, the implementation of a Resident Satisfaction Survey and the safe administration and disposal of cytotoxic drug waste are new initiatives that have been undertaken.

Additional challenges include the need to admit residents with complex, high intensity needs. Some of the new admissions are young people with mental, cognitive and behavioral issues, for example, head injuries. Introducing young residents to a Home with elderly residents requires continuous on-going assessments in a responsive environment to ensure the needs of the new and current residents are supported by a safe environment.

Several priorities continue in 2014:

- Electronic Records Project
- Resident Assessment Instrument / Minimum Data Set (RAI-MDS) Project
- Home Improvement Project (Capital Improvements)
- Preparation of a Quality Improvement Plan to comply with Health Quality Ontario guidelines
- Reactivation of the Professional Advisory Committee

<u>Sun Parlor Home</u>	<u>2013 BUDGET</u>	<u>2013 ACTUAL</u> (unaudited)	<u>2014 BUDGET</u>
<u>Expenditures</u>			
Administration	867,340	952,580	981,830
Nursing	11,496,440	11,592,120	11,764,850
Life Enrichment	745,800	838,930	944,990
Food & Nutrition Services	3,152,940	3,266,880	3,249,650
Laundry	872,860	958,280	910,300
Housekeeping	1,150,640	1,218,720	1,205,580
Maintenance	1,281,920	1,375,180	1,371,460
Victoria Street Manor	602,130	599,890	601,670
Structural Compliance Capital	425,000	366,800	304,200
Major Capital Expenditures	402,000	217,000	770,000
	20,997,070	21,386,380	22,104,530
<u>Recoveries</u>			
Provincial - Nursing & Personal Care	6,399,280	6,698,150	6,613,210
Provincial - Program & Support	633,840	643,420	646,620
Provincial - Food	577,450	581,960	586,460
Provincial - Accommodation	3,922,580	3,944,760	3,966,940
Provincial - Equalization Adjustment	210,530	210,530	210,530
Base Provincial Subsidy	11,743,680	12,078,820	12,023,760
Resident Revenue	(3,818,070)	(3,818,820)	(3,888,740)
Net Provincial Subsidy	7,925,610	8,260,000	8,135,020
<u>Recoveries (cont'd)</u>			
Provincial - High Wage Transitional Funding	188,210	188,210	188,210
Provincial - Pay Equity Funding	33,760	33,760	33,760
Provincial - Structural Capital Allocation	225,560	225,560	225,560
Provincial - Special Projects Grant (Nursing)	0	26,800	26800
Provincial Subsidy - Amherstburg	133,140	133,140	133,140
Provincial Subsidy - Physician On-Call	20,600	20,520	20,500
Provincial Subsidy - High Intensity Needs	117,190	115,240	113,390
Provincial Subsidy - Nursing Initiative - Late Career	57,270	25,330	0
Provincial Subsidy - RAI Early Adopter Funding	85,700	85,700	85,700
Provincial Subsidy - PSW	237,600	244,930	240,450
Provincial Subsidy - Physiotherapy / Exercise	0	72,840	174,800
Provincial Subsidy - RPN Initiative	154,520	159,240	160,810
Other Subsidies / Grants	0	5,800	0
Preferred Accommodation	625,000	640,000	640,000
Residential Amherstburg	290,000	289,960	295,920
Donations	10,000	10,000	10,000
Departmental Recoveries	462,560	550,220	495,400
	2,641,110	2,827,250	2,844,440
Total Recoveries (incl. Resident Revenue)	14,384,790	14,906,070	14,868,200
Net Operations	6,612,280	6,480,310	7,236,330
<u>Contributions to (from) Reserves</u>			
Contribution to (from) Capital Reserve (net)	6,000	(10,850)	15,000
Contribution to (from) Donation Reserves (net)	(50,000)	10,000	(50,000)
Contrib. to (from) Capital Reserve - Major Capital (net)	435,000	560,000	(90,000)
Contribution to WSIB NEER Reserve	0	25,000	0
Contribution from Structural Compliance Reserve	(199,440)	(141,240)	(78,640)
Contribution from Rate Stabilization Reserve	(207,000)	(207,000)	(70,890)
Net Contributions to (from) Reserves	(15,440)	235,910	(274,530)
County Responsibility	6,596,840	6,716,220	6,961,800

SUN PARLOR HOME

Administration

Description

The Administrative team provides mentoring, coaching and support to all staff and to all areas of the Sun Parlor Home. Administration establishes policy and procedures to ensure the Home operates in an efficient and cost effective manner while maintaining quality in the services provided at the home and to the community. It serves to provide a measure of accountability to funding sources (MOHLTC, residents and County of Essex) and the general public. The Administration budget supports all of the Home's overall goals.

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	7	7	7	7	429	465	452	475	525

Prior Year Performance

Administration experienced an unfavourable variance of \$39,000 during 2013. This was largely due to unanticipated bad debts for the Home, however unfavourable wage and benefit variances were also a contributing factor (due to pay equity, job evaluation and arbitrated contract settlements).

Variances in Capital expenditures were due to the required replacement of the Storage Area Network hardware at the Home. This equipment was fully amortized and therefore funded by the Capital Reserve to mitigate any impact on the County Responsibility.

Proposed Budget – Current Year

The 2014 Administration budget includes a \$42,000 increase over prior year, largely due to the annualized impact of the 2013 pay equity, job evaluation and arbitrated CUPE wage settlements. The Corporation and the Ontario Nurses Association (ONA) will proceed to interest arbitration in September 2014, as the ONA collective agreement expired March 31, 2012. The Canadian Union of Public Employees (CUPE) has been without a contract since March 31, 2013 and has served the Home with a Notice to Bargain.

The other significant item is an allocation of \$10,000 for bad debts. Traditionally, bad debts have not been budgeted for, however the 5 year average of actual expenditures has become significant, therefore the budget has been adjusted.

All other one-time costs have been funded by reserve.

Sun Parlor Home Administration		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Salaries and Wages</u>				
163011101	Full Time - Salaries	255,000	277,000	322,800
163011103	Full Time - Hourly	196,600	198,000	202,500
		451,600	475,000	525,300
<u>Benefits</u>				
163011201	Employment Insurance	7,810	8,500	9,330
163011202	Canada Pension	15,740	17,600	18,740
163011203	O.M.E.R.S.	46,770	49,170	53,930
163011204	Employer Health Tax	8,810	9,310	10,250
163011205	Health Insurance	46,030	53,810	53,660
163011206	Group Insurance	3,390	2,750	3,360
163011207	Disability Insurance	13,770	11,700	13,040
163011208	W.S.I.B.	13,600	14,000	15,930
		155,920	166,840	178,240
<u>Staff Expense</u>				
163013001	Mileage	3,000	2,700	3,000
163013002	Training	5,000	4,000	5,000
163013003	Workshops & Conferences	3,500	2,500	3,500
163013005	Membership Fees	15,000	15,500	15,000
163013098	Staff-Other	2,000	1,500	2,000
		28,500	26,200	28,500
<u>Office Expense</u>				
163013101	Telephone	35,500	34,000	35,500
163013102	Postage	4,000	4,000	4,000
163013103	Office Supplies	10,000	10,000	10,000
163013104	Computer Supplies	6,600	6,600	6,600
163013105	Subscriptions	500	450	500
163013106	Copier Supplies	9,000	9,000	9,000
163013108	Advertising	4,000	2,000	2,000
163013109	Courier	400	400	400
		70,000	66,450	68,000
<u>Equipment Lease & Maintenance</u>				
163013201	Equipment Maintenance	1,000	850	1,000
163013202	Equipment Leases	8,800	8,800	9,000
163013204	Computer Maintenance	20,000	19,500	20,000
		29,800	29,150	30,000
<u>Purchased Service</u>				
163013301	Legal Fees	3,000	2,000	3,000
163013302	Audit Fees	9,190	9,190	9,360
163013303	Consultant Fees	8,000	9,100	8,000
163013391	Public Relations	2,000	1,000	2,000
163013309	Staff Medicals	2,000	1,500	2,000
		24,190	22,790	24,360
<u>Occupancy Expenses</u>				
163013401	Insurance	31,210	34,110	34,430
163013402	Taxes	4,000	3,600	4,000
		35,210	37,710	38,430

Sun Parlor Home Administration (con'd)	2013 BUDGET	2013 ACTUAL <small>(unaudited)</small>	2014 BUDGET
<u>Other Expense</u>			
163013510 Bad Debt Expense	200	19,290	10,000
163013629 Health & Safety	5,000	5,000	5,000
163013698 Other	3,000	3,000	3,000
163013677 Quality Management Program	5,000	5,000	5,000
163013509 Payroll Services	22,600	26,730	26,000
	35,800	59,020	49,000
<u>Capital Expenditures</u>			
163013801 Capital	36,320	69,420	40,000
	36,320	69,420	40,000
TOTAL - Administration Expense	867,340	952,580	981,830
<u>Recoveries</u>			
163016795 W.S.I.B. Recoveries			
163016785 Telephone Recoveries	27,000	27,000	29,000
163016787 Power Generation Revenue	6,000	22,250	15,000
163016794 Rental Income	25,400	38,700	25,400
163216797 Donations	10,000	10,000	10,000
163016798 Miscellaneous	15,000	15,000	15,000
TOTAL - Administration Recoveries	83,400	112,950	94,400
Net Operations	783,940	839,630	887,430
<u>Contribution to (from) Reserves</u>			
163014110 Contribution to (from) Capital Reserve (net)	6,000	(10,850)	15,000
163016806 Contribution from Rate Stabilization Reserve	0	0	(70,890)
163214166 Contribution to Donation Reserve	10,000	10,000	10,000
TOTAL - Contributions to (from) Reserve	16,000	(850)	(45,890)
County Responsibility	799,940	838,780	841,540

SUN PARLOR HOME

Nursing

Description

The Nursing Department provides resident focused, evidence based nursing and personal care services, meeting each resident's identified care needs while respecting the uniqueness of each individual for their personal integrity, dignity, self esteem and freedom of choice.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	87	86	86	86	4,222	4,900	4,724	4,803	5,113
Part-time	96	98	98	98	3,945	3,902	3,815	3,890	3,663
Total	183	184	184	184	8,167	8,802	8,539	8,693	8,776

Prior Year Performance

The Nursing department ended the year with favourable budget result of \$257,000.

Provincial subsidy levels were higher than budget due to unanticipated per diem increases and a Case Mix Index that was higher than budgeted. These favourable results were offset by unfavourable wage variances that were the result of:

- Arbitrated contract settlements with CUPE
- Pay Equity and Job Evaluation settlements
- Administrative and staff absences and resulting replacement costs.

Proposed Budget Current Year

The budget has been prepared without staffing enhancements; however some movement of staff is anticipated as the nursing department works towards improved resource utilization in staffing practices. Pay equity and job evaluation adjustments have been included for all staffing groups in accordance with settlements that were finalized in 2013. Part-time nursing hours for the back-fill of one RN serving as an ONA Vice-President (secondment) are budgeted, but offset in the miscellaneous recoveries. Overall benefit expenditures have a modest increase due to wage adjustments, as benefit rates have remained fairly stable for 2014. The WSIB NEER assessment is recorded in the nursing department as the majority of employees with claims are in this department. The Home continues to have positive results with the WSIB experience rating system, and favourable variances are contributed to the Home's WSIB NEER reserve to allow for the stabilization of the levy if the Home experiences unusually high NEER costs in a given year.

SUN PARLOR HOME

Nursing

Proposed Budget Year – Cont'd

Budgeted line items for information technology support from the County, software and hardware maintenance and quality management continue to provide resources toward the strategic direction of the Home. A quality management recovery of \$60,000 will be directed largely towards the planned replacement of computers and devices used in the electronic charting and patient care systems.

Effective January 1, 2013, the Ministry of Health has changed the manner in which they pay for certain resident costs identified as High Intensity Needs. Expenses that were previously reimbursed under a claims-based system are now funded by designated per diems to be included in the Nursing & Personal Care and Raw Food envelopes. One-time funding received from MOHLTC to offset costs to homes during this transition limited the financial impact of these changes in 2013. A limited number of claims-based reimbursements may be considered for 2014. It is anticipated that the new per diems will not be sufficient to cover the costs associated with providing the additional care and supplies required by these residents. An allocation under medical supplies has been included.

The increasing acuity of the residents being cared for in the Home is a known and accepted reality. The system changes being implemented that encourage the elderly to stay in their homes as long as possible are supported. However, to the nursing department this means that new admissions have needs greater than ever before. The increasing acuity of the residents being admitted along with increasing requirements from the Ministry of Health and Long-term Care has resulted in increased expectations for the front line staff. This budget includes allocations for education and staffing levels which permit the Home to continue its long standing tradition of maintaining resident care that exceeds minimum Ministry standards.

Sun Parlor Home		2013	2013	2014
Nursing		BUDGET	ACTUAL	BUDGET
			(unaudited)	
Salaries and Wages				
163021101	Full Time - Salaries (Mgt, RAI & RN)	1,017,500	1,102,800	1,152,100
163021102	Part Time - Salaries (RN)	899,900	825,000	867,500
163021103	Full Time - Hourly (PSW, RPN, Ward Clerks)	3,706,200	3,700,000	3,961,000
163021104	Part Time - Hourly (PSW, RPN, Ward Clerks)	2,915,800	3,064,800	2,795,100
		8,539,400	8,692,600	8,775,700
Benefits				
163021201	Employment Insurance	191,820	206,070	195,890
163021202	Canada Pension	358,770	394,000	367,070
163021203	O.M.E.R.S.	601,000	530,000	626,560
163021204	Employer Health Tax	166,520	165,000	170,610
163021205	Health Insurance	483,390	470,800	503,540
163021206	Group Insurance	36,390	33,100	36,860
163021207	Disability Insurance	219,770	215,000	210,940
163021208	W.S.I.B.	279,270	313,690	285,380
163021208	W.S.I.B. NEER Surcharge (Rebate)	25,000	0	25,000
		2,361,930	2,327,660	2,421,850
Staff Expense				
163023001	Mileage	5,000	4,000	3,000
163023002	Training	5,500	5,000	5,500
163023094	IT Allocation	75,000	75,000	77,000
		85,500	84,000	85,500
Equipment Lease & Maintenance				
163023201	Equipment Maintenance	500	100	0
163023208	Resident Charting Equip. Lease / Mtce	11,000	5,000	16,200
163023207	Resident Charting Software Maintenance	34,510	30,000	31,000
		46,010	35,100	47,200
Operating Expense				
163023630	Medical Supplies	65,000	65,000	65,000
163023631	Prescription Drugs	500	400	500
163023698	Other	3,500	3,500	3,500
163023628	Home Physician	55,000	55,000	30,000
163023670	High Intensity Needs (Claims Based)	64,000	44,260	60,000
163023672	High Intensity Needs (Per Diem Based)	55,000	55,000	55,000
163023677	Quality Management Expenditures	60,000	60,000	60,000
163023678	Physician On-Call	20,600	20,600	20,600
163023639	Incontinent Supplies - Disposables	120,000	120,000	120,000
		443,600	423,760	414,600
Capital Expenditures				
163023801	Equipment	20,000	29,000	20,000
		20,000	29,000	20,000
TOTAL - Nursing Expense		11,496,440	11,592,120	11,764,850
Recoveries				
163026795	W.S.I.B. Recoveries	0	700	0
163026798	Miscellaneous	75,000	87,370	75,000
163026777	Quality Management Recoveries	60,000	60,000	60,000
163026389	Subsidy - High Intensity Needs (Claims Based)	60,800	58,850	57,000
163026392	Subsidy - High Intensity Needs (Per Diem)	47,370	47,370	47,370
163026385	Subsidy - Physician On-Call	20,600	20,520	20,500
163026383	Subsidy - RAI - MDS Early Adopter	85,700	85,700	85,700
163016389	Subsidy - MOHLTC - Nursing & Personal Care	6,399,280	6,698,150	6,613,210
163026391	Subsidy - Peritoneal Dialysis	0	5,800	0
163026379	Subsidy - BSO-Behavioural Supports Ontario	0	55,140	32,000
163016302	Subsidy - Spec. Projects Grant -Training & Staff Dev't	0	26,800	26,800
163026387	Subsidy - Nursing Initiative-Late Career	57,270	25,330	0
163026380	Subsidy - PSW Funding	237,600	244,930	240,450
163026381	Subsidy - RPN Initiative	154,520	159,240	160,810
TOTAL - Nursing Recoveries		7,198,140	7,575,900	7,418,840
Contributions to Reserves				
163024163	Contribution to WSIB Reserve	0	25,000	0
TOTAL - Contributions to Reserves		-	25,000	-
County Responsibility		4,298,300	4,041,220	4,346,010

SUN PARLOR HOME

Life Enrichment

Description

The Life Enrichment Department is responsible for the promotion and delivery of care that enriches the lives of each resident by helping them achieve their optimum physical, mental, social and spiritual function. Programs are adapted and varied to meet the individual needs and may be recreational and therapeutic in nature. The Department also provides a wide range of physiotherapy and occupational therapy, with the consultation of the appropriate therapists. Support is given to the Residents' Council, Auxiliary Volunteers, Pastoral Care, Hairdressing, and staff education programs in the Sun Parlor Home. More recently, support is being provided to a new Family Council. In addition, the electronic records, resident assessment and quality improvement initiatives are being assisted as well.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	7	7	7	7	377	421	386	410	409
Part-time	5	6	6	6	105	129	139	145	173
Total	12	13	13	13	482	550	525	555	582

Prior Year Performance

The variance observed in 2013 was primarily due to the Job Evaluation, Pay Equity and arbitrated CUPE wage adjustments that were finalized in 2013. The total fiscal impact of the adjusted pay rates was reduced by a change in the Ministry of Health funding model that redirected physiotherapy dollars from third party providers directly to the Sun Parlor Home. Further, there were no long term staff absences due to illness or injury. The County contribution was \$10,900 more than the budgeted amount for 2013.

Highlights:

- Introduction of enhanced individualized Life Enrichment care planning for residents has optimized the services provided to each resident.
- An increased number of smaller group activities on resident units to better serve the needs of the rising number of residents with lower physical and cognitive functioning.

Proposed Budget – Current Year:

The proposed budget for 2014 contains an increase of \$12,600 to the County responsibility. Included is a modest increase and redistribution of staffing hours to provide coverage during evenings, weekends and holidays. This adjustment in scheduling will provide compliance with the orders that have been issued by the MOHLTC. It will also increase the number of opportunities for residents to participate in social and leisure activities in the home, and in community events that are scheduled outside of the usual weekday hours. The additional support will help achieve the goal of improving staffing consistency and resident care outcomes for an increasingly complex resident population.

Highlights:

- Life Enrichment programming offered across entire weekends, holidays and additional evenings.
- Improved staffing consistency
- Improved resident care outcomes achieved by increasing the level of involvement of the resident and families in the care planning process.

Sun Parlor Home Life Enrichment	2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
Salaries and Wages			
163031101 Full Time - Salaries	139,000	160,000	152,000
163031103 Full Time - Hourly	247,000	250,000	257,000
163031104 Part Time - Hourly	138,500	145,000	172,700
	524,500	555,000	581,700
Benefits			
163031201 Employment Insurance	11,600	12,640	12,750
163031202 Canada Pension	22,100	24,820	24,210
163031203 O.M.E.R.S.	40,800	50,000	45,440
163031204 Employer Health Tax	10,300	11,000	11,340
163031205 Health Insurance	46,100	45,160	48,470
163031206 Group Insurance	2,900	2,800	2,930
163031207 Disability Insurance	14,800	14,660	14,110
163031208 W.S.I.B.	17,300	19,900	19,140
	165,900	180,980	178,390
Staff Expense			
163033001 Mileage	1,500	1,400	1,500
163033002 Training	6,500	6,500	6,500
	8,000	7,900	8,000
Purchased Services			
163033333 Physiotherapist Services	0	47,800	114,500
163033397 Chaplain Services	14,000	14,000	14,000
163033334 Purchased Therapy	0	0	13,000
	14,000	61,800	141,500
Equipment Lease & Maintenance			
163033201 Equipment Maintenance	1,000	950	1,000
Operating Expense			
163033626 Resident Payments	900	900	900
163033632 Entertainment	17,000	17,500	17,000
163033686 Event Expenditures	4,000	4,000	4,000
163033634 Hobby Crafts	2,000	1,900	2,000
163033698 Other	1,500	1,200	3,500
	25,400	25,500	27,400
Capital Expenditures			
163033801 Equipment	7,000	6,800	7,000
	7,000	6,800	7,000
TOTAL - Activation Expense	745,800	838,930	944,990
Recoveries			
163036798 Miscellaneous	0	10	0
163036786 Event Revenue	5,000	4,800	4,000
163236797 Donations - Life Enrichment	1,800	1,800	1,800
163036377 MOHLTC - Physiotherapy Funding - Exercise	0	8,460	20,300
163036378 MOHLTC - Subsidy - Physiotherapy	0	64,380	154,500
MOHLTC - Program & Support Subsidy	633,840	643,420	646,620
	640,640	722,870	827,220
County Responsibility	105,160	116,060	117,770

SUN PARLOR HOME

Food & Nutrition Services

Description

The Food & Nutrition Department is responsible for the production of over 240,000 safe, nutritious and attractive meals to both residents of the Sun Parlor Home, and to the community (through participation in the Meals on Wheels program & Adult Day Away program). Residents are offered a pleasurable dining experience with several meal choices at each meal, with snacks provided between meals.

The Home's team, consisting of a Nutrition Manager, Food Services Supervisor, Registered Dietitian, Cooks and Food Service Workers ensure meals and customer service is held to optimal standards for the industry. Expertise in the field allows the team to manage dietary programs for residents with increasingly complex care needs, which contributes to the overall quality of life of the Home's residents.

In addition, the department offers Registered Dietitian services to each resident by providing nutritional assessment, evaluating risk and development of an individualized nutritional care plan including counseling and quarterly reviews. An enhanced weight-monitoring program allows the department to follow all weight variances and address them immediately to ensure the resident's nutritional well-being. Furthermore, all residents deemed at nutritional risk are seen by the Registered Dietitian at least monthly to ensure all safe and nutritional needs are being met.

Services provided by the Food & Nutrition Department form an essential and integral part of the function of the Home and contribute to the health and well being of the residents.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	18	19	19	19	806	969	950	891	990
Part-time	28	27	27	27	742	871	661	810	694
Total	46	46	46	46	1,548	1,841	1,611	1,701	1,684

Prior Year Performance

Overall, the department ended the year with a deficit of \$114,430. While savings in full time wages were achieved, these savings were offset by part time wages that were significantly higher than budget. This was partially due to the arbitrated CUPE collective agreement settlement, as well as the results of pay equity and job evaluation reviews. Unfavourable price variances in food purchasing further increased the departmental deficit.

Significant capital initiatives included the replacement of the refrigeration/freezer (see Major Capital), installation of a new ceramic floor in the entire Food & Nutrition Department and the purchase of a Nutritional Software system that allows electronic menu planning.

SUN PARLOR HOME

Food & Nutrition Services

Prior Year Performance (cont'd)

The Sun Parlor Home continues to be a member of the Ontariofresh.ca – Buy Local Program in Ontario. This program is designed to promote the consumption of Ontario food and it is especially geared towards the needs of institutional buyers who are looking to incorporate more delicious Ontario food into their menus. Moreover, it allows the Home to substantially invest in and help sustain agriculture in Ontario.

Staff training included providing the opportunity for all staff to be certified with the Food Service Worker Certificate (new educational requirement to work in Long Term Care) and over 86% of the department's staff is now certified. The Food Service Worker Program will continue to be promoted in the hopes of getting all members of the Food & Nutrition Department certified by 2015.

Proposed Budget – Current Year

The 2014 budget includes an increase of 91,700 (3.9%), largely due to increases in wages and benefits as the 2013 arbitration, job evaluation and pay equity settlements are implemented. This budget contains no staffing enhancements, however it is anticipated that there may be some movement within the department to achieve improved utilization of staffing resources.

Highlights for the current budget include:

- Purchase of new deep fryers, refrigerator, buffet server and steam well;
- Continue to support local farmers within a 100km radius of the facility.

With recent changes to High Intensity Needs funding, this department is now responsible for 100% of all food costs associated with tube feeds. The Home can no longer apply for reimbursement by individual claim as was permitted in previous years. Given the increased admissions of those requiring tube feeds, this is a great concern to the overall food cost line. Currently, nutrition costs for a resident requiring a tube feed is estimated to total \$11.25 per day while only \$7.92 per day is received from the Ministry. At present, there are 4 residents that require tube feeds.

The department will continue to partner with community agencies and the local LHIN in providing meals to the elderly through the Meals on Wheels Program and the Adult Day Away Program.

Sun Parlor Home Food & Nutrition Services		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Salaries and Wages</u>				
163041101	Full Time - Salaries	126,600	130,500	133,000
163041103	Full Time - Hourly	823,300	760,000	856,500
163041104	Part Time - Hourly	660,800	810,000	694,100
		1,610,700	1,700,500	1,683,600
<u>Benefits</u>				
163041201	Employment Insurance	39,200	46,010	40,730
163041202	Canada Pension	69,500	84,480	73,810
163041203	O.M.E.R.S.	113,900	99,420	124,080
163041204	Employer Health Tax	31,500	31,240	32,830
163041205	Health Insurance	106,700	95,510	98,250
163041206	Group Insurance	6,900	6,280	6,850
163041207	Disability Insurance	41,500	37,020	37,710
163041208	W.S.I.B.	53,000	67,320	55,390
		462,200	467,280	469,650
<u>Staff Expense</u>				
163043001	Mileage	3,000	3,000	3,000
163043002	Training	9,000	10,000	9,000
		12,000	13,000	12,000
<u>Equipment Lease & Maintenance</u>				
163043201	Equipment Lease / Maintenance	15,000	15,000	15,000
<u>Operating Expense</u>				
163043620	Food	790,000	803,000	803,400
163043619	Food Supplements	65,000	60,000	60,000
163043670	High Intensity Needs (Per Diem Based)	12,000	12,000	12,000
163043636	Cleaning Supplies	32,000	37,000	37,000
163043637	Smallwares	17,000	16,000	17,000
163043638	Paper Goods	35,000	41,000	35,000
163043627	Service Contracts	17,600	17,600	20,500
163043698	Other (Group Purchasing Fee)	3,500	3,500	3,500
		972,100	990,100	988,400
<u>Purchased Services</u>				
163043303	Consultant - Dietitian	65,940	66,000	66,000
<u>Capital Expenditures</u>				
163043801	Capital - Equipment	15,000	15,000	15,000
		15,000	15,000	15,000
TOTAL - Food & Nutrition Services Expense		3,152,940	3,266,880	3,249,650
<u>Recoveries</u>				
163046793	Meals on Wheels Program	123,000	120,000	123,000
163046750	Cafeteria / Vending	53,000	54,000	54,000
163046389	Subsidy - High Intensity Needs (Per Diems)	9,020	9,020	9,020
163046798	Miscellaneous	5,000	2,000	2,000
163046782	Food Rebates	14,000	14,000	12,000
	MOHLTC - Food Subsidy	577,450	581,960	586,460
		781,470	780,980	786,480
County Responsibility		2,371,470	2,485,900	2,463,170

SUN PARLOR HOME

Laundry

Description

The function of the Laundry and Linen Services is to ensure the cleanliness and upkeep of residents' clothing and linen supplies. An inventory system of all residents clothing and belongings is maintained in accordance with the Ministry of Health and Long Term Care guidelines.

All laundry for the Sun Parlor Home is processed in-house. This includes sheets, towels, re-washable incontinent products, personals and draperies, etc. This department is also responsible for arranging dry cleaning services for the residents.

The seamstress mends, repairs and adjusts residents' clothing. She also maintains a preventative maintenance program with general linen supplies.

The laundry processes approximately 900,000 lbs. per year. As with other departments, the workload in the laundry department continues to be impacted by the increasingly complex medical condition of the residents.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	7.5	7.5	7.5	7.5	353	415	374	419	391
Part-time	8	8	8	8	264	300	267	300	278
Total	15.5	15.5	15.5	15.5	617	715	641	719	669

Prior Year Performance

Actual wage and benefit expenditures for 2013 are \$88,000 over budget due to Pay Equity / Job Evaluation results and contract settlement retroactive payouts. Extra staffing for multiple admissions, discharges and transfers was another factor, along with extra hours for various Quality committee meetings and coverage during staff medical absences. Operating expenses were slightly below budget.

Proposed Budget – Current Year

The 2014 budget includes an increase of \$37,440 (4.3%), which is attributable to the implementation of Pay Equity, Job Evaluation and Arbitrated contract settlements that were finalized in 2013. Operating expenses remain at status quo.

Sun Parlor Home Laundry		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Salaries and Wages</u>				
163051101	Full Time - Salaries	43,400	44,000	47,100
163051103	Full Time - Hourly	330,600	375,000	343,900
163051104	Part Time - Hourly	266,900	300,000	277,900
		640,900	719,000	668,900
<u>Benefits</u>				
163051201	Employment Insurance	15,450	18,500	16,110
163051202	Canada Pension	28,150	30,000	29,220
163051203	O.M.E.R.S.	39,990	35,000	41,920
163051204	Employer Health Tax	12,500	13,800	13,050
163051205	Health Insurance	42,540	45,840	47,920
163051206	Group Insurance	2,470	2,400	2,810
163051207	Disability Insurance	17,530	15,100	16,270
163051208	W.S.I.B.	21,030	29,040	21,850
		179,660	189,680	189,150
<u>Staff Expense</u>				
163053001	Mileage	300	250	250
163053002	Training	700	650	700
		1,000	900	950
<u>Operating Expense</u>				
163053636	Soap Supplies	26,000	25,000	26,000
163053639	Incontinent Supplies	7,000	6,500	7,000
163053640	Linen Replacement	18,000	17,000	18,000
163053698	Other	300	200	300
		51,300	48,700	51,300
County Responsibility		872,860	958,280	910,300

SUN PARLOR HOME

Housekeeping

Description

The Housekeeping Department ensures a clean, comfortable and safe environment, enhancing the overall goal of the Sun Parlor Home to promote an atmosphere of physical, psychological and sociological well being.

Duties in this department involve the cleaning and sanitizing of all major areas within the Home, with particular emphasis on residential areas.

The staff is in daily contact with residents while putting away personal clothing and, as a result, form close relationships. Staff members offer personal support and assistance to the residents beyond their mandated job descriptions. In 2013, housekeeping staff began assisting at meal times as part of the very successful resident dining quality improvement project.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	10.5	10.5	10.5	10.5	492	568	515	524	538
Part-time	10	10	10	10	338	390	340	393	353
Total	20.5	20.5	20.5	20.5	830	958	855	917	891

Prior Year Performance

Projected results of operations indicate that the Housekeeping Department is \$67,720 over budget for the year 2013. This is due largely to the implementation of the Pay Equity, Job Evaluation and an arbitrated contract settlement for C.U.P.E. staff. Extra staffing hours were necessary for multiple admissions, transfers and discharges, as well as quality committee meetings and projects. The Home continues to exceed Ministry sanitation and infection control standards.

Proposed Budget – Current Year

The proposed estimates for 2014 equates to an overall increase of approximately \$55,000 (4.8%) over the 2013 budget. Wages and benefits have increased to include the implementation of Pay Equity, Job Evaluation and arbitrated contract settlements finalized in 2013. Operating expenses remain status quo.

Sun Parlor Home Housekeeping		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Salaries and Wages</u>				
163061101	Full Time - Salaries	43,400	44,000	47,100
163061103	Full Time - Hourly	471,400	480,000	490,800
163061104	Part Time - Hourly	340,000	393,000	353,400
		854,800	917,000	891,300
<u>Benefits</u>				
163061201	Employment Insurance	20,730	23,000	21,610
163061202	Canada Pension	38,130	44,250	39,780
163061203	O.M.E.R.S.	69,400	57,500	76,380
163061204	Employer Health Tax	16,670	17,500	17,380
163061205	Health Insurance	58,590	61,680	67,450
163061206	Group Insurance	3,710	3,670	3,860
163061207	Disability Insurance	24,640	22,430	22,810
163061208	W.S.I.B.	28,070	36,290	29,160
		259,940	266,320	278,430
<u>Staff Expense</u>				
163063001	Mileage	300	250	300
163063002	Training	600	550	550
		900	800	850
<u>Operating Expense</u>				
163063641	Housekeeping Supplies	34,000	34,000	34,000
163063698	Other	1,000	600	1,000
		35,000	34,600	35,000
TOTAL - Housekeeping Expense		1,150,640	1,218,720	1,205,580
<u>Recoveries</u>				
163066798	Miscellaneous	0	360	0
		0	360	0
County Responsibility		1,150,640	1,218,360	1,205,580

SUN PARLOR HOME

Maintenance

Description

The main responsibility of the Maintenance Department is to provide for the efficient operation and required preventative maintenance of the physical plant and grounds and to ensure the security and safety of the residents, staff and visitors to the Sun Parlor Home. These services are maintained twenty-four hours a day, seven days a week, in accordance with relevant legislative requirements. This department also has the responsibility for maintaining a comprehensive inventory system of both consumable goods and equipment, for the distribution of supplies throughout the Sun Parlor Home and for transporting resident supplies and equipment for repairs.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	7	7	7	7	356	367	353	362	368
Part-time	1	1	1	1	40	68	26	45	29
Total	8	8	8	8	396	435	379	405	397

Prior Year Performance

Maintenance operations are projected to be over budget by \$100,000 in 2013. Utilities experienced an unfavorable variance of \$64,000 due to fluctuations in usage requirements. Salaries and benefits were over \$30,000 due largely to the arbitrated CUPE contract settlement. The maintenance department assists with many equipment installations that help keep the Home above the minimum Ministry standards.

Proposed Budget – Current Year

The 2014 Maintenance budget is projected to be 7.7% higher than the 2013 budget due to implementation of the arbitrated wage settlement. Utilities have increased by \$66,000 due to rate increases. Other operating expenses remain largely status quo. Each year, Administration moves forward retrofitting and upgrading the equipment and the facility to maintain the "A" building status with the Ministry of Health and Long Term Care.

Sun Parlor Home Maintenance		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Salaries and Wages</u>				
163071103	Full Time - Hourly	352,800	360,000	367,900
163071104	Part Time- Hourly	26,100	45,000	28,750
		378,900	405,000	396,650
<u>Benefits</u>				
163071201	Employment Insurance	8,620	9,500	8,990
163071202	Canada Pension	16,480	19,500	17,590
163071203	O.M.E.R.S.	29,760	26,500	31,020
163071204	Employer Health Tax	7,390	7,830	7,740
163071205	Health Insurance	37,470	37,580	39,530
163071206	Group Insurance	2,640	2,470	2,640
163071207	Disability Insurance	16,240	16,160	15,280
163071208	W.S.I.B.	12,470	15,240	13,060
		131,070	134,780	135,850
<u>Staff Expense</u>				
163073001	Mileage	550	400	550
163073002	Training	1,500	1,000	1,500
		2,050	1,400	2,050
<u>Occupancy Expenses</u>				
163073404	Building Maintenance Supplies	35,000	37,000	35,000
163073406	R&M - Equipment & Building	80,000	79,000	80,000
163073410	R&M - Grounds	7,000	7,000	7,000
163073411	Sewage	68,000	73,500	81,250
163073412	Gas	114,950	120,000	124,780
163073413	Hydro	301,870	355,000	335,000
163073414	Water	27,500	27,500	37,300
		634,320	699,000	700,330
<u>Operating Expense</u>				
163073601	Vehicle Operation	7,500	7,500	7,500
163073627	Service Contracts	78,370	78,000	79,650
163073642	Cable TV	49,710	49,500	49,430
		135,580	135,000	136,580
TOTAL - Maintenance Expense		1,281,920	1,375,180	1,371,460
<u>Recoveries</u>				
163076795	W.S.I.B. Recoveries	0	230	0
163076798	Miscellaneous	200	660	200
163076796	Cable TV	49,160	42,200	44,000
		49,360	43,090	44,200
County Responsibility		1,232,560	1,332,090	1,327,260

SUN PARLOR HOME

Victoria Street Manor – Amherstburg

Description

This facility provides quality residential housing and support programs to fourteen (14) frail, elderly, at risk seniors. The ideal client will not yet require the services of a Long Term Care Home, but will need support on a daily basis to maintain their independent life styles and a healthy well being.

Staffing Chart

Staffing	2011	2012	2013	2014	2011 Actual (\$000)	2012 Actual (\$000)	2013 Budget (\$000)	2013 Actual (\$000)	2014 Budget (\$000)
Full-time	4	4	3.3	3.3	221	196	212	189	194
Part-time	5	5	6	6	133	163	157	170	168
Total	9	9	9.3	9.3	354	359	369	359	362

Prior Year Performance

2013 results of operations included a favourable variance of \$3,200 largely due to an increase in resident revenues and some salary savings. Operational expenditures were deferred and efficiencies were maximized to offset some repairs to the home that were not anticipated. The Supervisor position continues as a cost-sharing arrangement wherein 60% of the cost is attributed to the Sun Parlor Home.

Capital expenditures included a dishwasher replacement, water damage repairs, dining room furniture replacement, a few resident bed replacements, heating and cooling thermostat system replacement, refrigerator temperature sensor system replacement and fire system upgrades.

Proposed Budget - Current Year

The 2014 budget does not include any staffing enhancements; however temporary savings in Full Time Salaries continue to be redirected towards a part time Elderly Service Worker increase to address changes to care levels, offer enhanced services and support the staff with the reduction of Supervisor on site hours. The Supervisor continues to provide on call responsibilities 24/7 for the Home. Further, the wages include the implementation of Pay Equity, Job Evaluation and the arbitrated CUPE settlement, as well as anticipated contractual commitments for 2014.

Funding from the LHIN is included in the budget. At the time of budget preparation, there were 10 full pay and 4 partial pay residents. Efforts will be made to further improve the ratio and sustain full occupancy. The LHIN has an Assisted Living/ Supportive Housing working group with the CCAC that may impact placement selection in the future.

The Victoria Street Manor is now 23 years old. To be competitive and marketable with newer facilities in the area it is important to maintain the character and physical appearance of the Victoria Street Manor. Maintenance costs are budgeted for in the Capital expenditures. Planned expenditures include landscaping upgrades (including a new shed), resident room furnishings, and an electronic side door. Large capital expenditures related to safety improvement include a sprinkling system and new elevator are considered as part of the 5 year capital plan.

SUN PARLOR HOME
Victoria Street Manor – Amherstburg

Proposed Budget - Current Year (cont'd)

The Manor will endeavor to maintain its high quality of services in regards to individual resident care , despite the increasing health system pressure to accept and maintain a heavier care resident. The services will continue to include registered staff on all shifts and medication administration assistance to all.

Sun Parlor Home Victoria Street Manor - Amherstburg		2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Salaries and Wages</u>				
163081101	Full Time - Salaries	58,600	33,500	34,500
163081103	Full Time - Hourly	153,200	155,000	159,900
163081104	Part Time - Hourly	156,700	170,000	167,600
		368,500	358,500	362,000
<u>Benefits</u>				
163081201	Employment Insurance	8,710	9,000	8,830
163081202	Canada Pension	16,690	17,000	16,560
163081203	O.M.E.R.S.	23,930	26,000	22,250
163081204	Employer Health Tax	7,190	6,800	7,060
163081205	Health Insurance	17,080	16,130	16,230
163081206	Group Insurance	1,580	1,690	1,370
163081207	Disability Insurance	8,270	8,810	7,270
163081208	W.S.I.B.	12,130	13,500	11,910
		95,580	98,930	91,480
<u>Staff Expense</u>				
163083001	Mileage	2,400	2,000	2,200
163083002	Training	500	400	650
		2,900	2,400	2,850
<u>Office Expense</u>				
163083101	Telephone	2,400	2,300	2,450
163083103	Office Supplies	600	450	600
163083108	Advertising	750	0	750
163083130	Communication Services	2,050	2,930	2,900
163083207	Resident Charting Software Maintenance	1,500	1,500	1,550
		7,300	7,180	8,250
<u>Purchased Services</u>				
163083301	Legal Fees	100	2,400	100
163083302	Audit	3,030	3,030	3,030
		3,130	5,430	3,130
<u>Occupancy Expenses</u>				
163083401	Insurance	1,870	1,870	2,060
163083406	Repairs & Maintenance	13,000	13,000	13,000
163083412	Gas	3,400	3,200	3,400
163083413	Hydro	13,400	13,500	13,400
163083414	Water / Sewage	4,100	6,200	5,800
		35,770	37,770	37,660
<u>Operating Expense</u>				
163083620	Food	27,600	27,700	28,150
163083626	Resident Supplies	450	450	450
163083627	Service Contracts	22,900	22,900	26,400
163083632	Entertainment	1,000	900	1,000
163083642	Cable TV	3,000	2,900	3,000
163083637	Smallwares	2,000	2,000	2,000
163083698	Housekeeping & Mntce. Supplies	7,000	7,000	7,350
		63,950	63,850	68,350
<u>Capital Expenditures</u>				
163083801	Equipment	25,000	25,000	27,950
163083832	Special Project Expenditures (RAI CHA)	0	830	0
		25,000	25,830	27,950
TOTAL - Community Support Expense		602,130	599,890	601,670
<u>Recoveries</u>				
163086798	Miscellaneous Revenue	0	170	0
163086302	Special Projects Grant (RAI CHA)	0	830	0
163086796	Cable TV Recoveries	3,000	3,000	3,000
163086389	Provincial Subsidy	133,140	133,140	133,140
163086693	Resident Revenue	290,000	289,960	295,920
TOTAL - Community Support Recoveries		426,140	427,100	432,060
County Responsibility		175,990	172,790	169,610

SUN PARLOR HOME

Structural Capital Allocation

Description

Prior to 2005, the Ministry of Health and Long Term Care (MOHLTC) allocated a structural compliance per diem. This was intended to ensure that "A" rated homes (the highest rating) such as the Sun Parlor Home would have their structural and operational integrity maintained. This capital funding is now included in the "other" administrative per diem envelope. In order to maintain the underlying principal for this funding, the Corporation has continued to identify a portion of the general per diem as funding for structural capital expenditures. The County wishes to ensure that the logic of this funding is retained and thus will continue to do a capital allocation from existing funding.

Prior Year Performance

The assets acquired in 2013 included the following:

- completion of the electric high-low beds project so that each of the Home's 206 residents has a high-low bed to reduce the risk of falls;
- a whirlpool tub with lift chair;
- compressors for the building's HVAC systems;
- replacement of a hot water boiler heat exchanger;
- retrofit of a new 160 degree storage tank;
- a courtyard canopy;
- completion of various flooring and wall painting projects.

All of the above ensures maintaining an "A" rated facility.

Proposed Budget – Current Year

The 2014 projected structural budget includes replacement of 2 whirlpool tubs, 1 80lb washing machine, ceiling lifts, shower chairs, patient lift slings, batteries and chargers. This budget also allows for replacement of the domestic water storage tank and various flooring and painting projects as required. This funding allows for the regular replacement and upgrading of necessary equipment for the comfort and the safety of all residents, staff and visitors.

Sun Parlor Home Structural Capital Allocation	2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Structural Capital Expenditures</u>			
Direct Resident Care:			
Hospital Beds (Hi/Low re:Restraint std.)	155,000	168,040	0
Whirlpool Tubs	25,000	22,000	50,000
Recliner / Seating / Custom devices	5,000	2,000	5,000
Hygiene System (shower chairs)	8,000	0	8,000
Ceiling Lifts	6,000	0	10,000
Televisions - Common Areas	0	0	3,000
Patient Lifts, Slings, Batteries and Chargers	30,000	30,000	30,000
Furniture Replacement - various areas	10,000	5,000	10,000
Mechanical Requirements - Automation			
Phone system	12,000	5,000	12,000
Mechanical Requirements			
Refrigerators in serveries	13,000	0	13,000
Dishwashers	9,000	0	0
Steam tables	0	7,000	0
HVAC - Compressors / Motors	20,000	44,000	20,000
Laundry - washers/dryers/serger	0	0	25,000
Garburators	4,000	2,800	13,000
Ice Maker	0	5,500	0
Heating Boilers - domestic	0	11,000	26,000
Roll In Refrigerator	0	0	5,200
Structural Requirements			
Flooring	30,000	10,000	30,000
Canopy - Courtyard	16,000	17,960	0
Resident TV Replacement	2,000	1,500	2,000
Paint / Drapery / Artwork	35,000	35,000	35,000
Fire System Upgrade	30,000	0	0
Tree Removal, Yard Cleanup	15,000	0	7,000
Total Capital Expenditures(163013802)	425,000	366,800	304,200
Structural Capital Recoveries:			
Structural Capital Allocation	225,560	225,560	225,560
Total Recoveries:	225,560	225,560	225,560
Deficit	199,440	141,240	78,640
Net Contribution from Structural Capital Reserve	(199,440)	(141,240)	(78,640)
Balance Beginning of Year	516,650	556,690	415,450
Balance End of Year	317,210	415,450	336,810

SUN PARLOR HOME

Major Capital Expenditures

Description

Major capital repairs and renovations are addressed on a proactive basis for both the Sun Parlor Home and Victoria Street Manor. This section of the budget represents the current year of an ongoing long term capital plan to address those capital needs beyond items specific to a department's operation.

Prior Year Performance

The most significant major capital expenditure for 2013 was the replacement of all dietary freezers and kitchen flooring to accommodate the new freezers. This project was fully funded from the rate stabilization reserve. The other major capital projects were deferred due to a number of delays but it is anticipated that these projects will move forward in 2014. Savings in capital expenditures were contributed to the Capital Reserve to reduce the gap in funded amortization for the Sun Parlor Home.

Proposed Budget – Current Year

The Nurse Call System (used by residents to call the nurse / PSW) is approaching the end of its useful life; parts can no longer be supplied. The Home will need to replace the system along with an upgrade to the patient wandering system. Wireless connectivity and security upgrades are also being considered as the Home continues to increase its reliance on electronic charting, etc. Before any of these projects begin, this budget has allowed \$10,000 to study all IT needs and the interrelation of all of these systems to ensure a consistent IT infrastructure with sufficient capacity to meet all needs and a smooth transition process.

The 2014 budget continues with the replacement of resident room furnishings (1 wing, 30 beds) and refurbishing of the dining room on that unit. Proceeds from the Wehenkel estate will be used to renovate the dining rooms as per the wishes of a former resident in a bequest made to the Home.

The last proposed major capital expenditure for the Home is the retrofitting and upgrading of door sensors for 2 passenger elevators and 1 service elevator. As the Home ages, every effort is being made to maintain the Home to the highest standards, ensuring a safe, secure home for all.

Sun Parlor Home Major Capital Expenditures	2013 BUDGET	2013 ACTUAL (unaudited)	2014 BUDGET
<u>Major Capital Expenditures</u>			
<i>Structural Requirements</i>			
Replacement of Resident Room Furnishings	60,000	0	60,000
Resident Dining Rooms	50,000	10,000	50,000
Replace freezers / flooring - Dietary	207,000	207,000	0
IT Need Review - Charting / Communication / Wireless	10,000	0	10,000
Upgrade Wireless Connectivity	75,000	0	150,000
Comm.System (Nurse call / Pt. Wandering)	0	0	400,000
<i>Vehicles, IT & Maintenance Equipment</i>			
Elevator Door Sensors (3 elevators)	0	0	100,000
Total Major Capital Expenditures	402,000	217,000	770,000
Contributions to (from) Reserves			
From Rate Stabilization Reserve	(207,000)	(207,000)	0
16321 From Donations Reserve	(60,000)	0	(60,000)
From Capital Reserve	(75,000)	0	(650,000)
To Capital Reserve - Amortization	510,000	560,000	560,000
Total Contributions to (from) Reserves	168,000	353,000	-150,000
Net Requirement	570,000	570,000	620,000