

A large, dark grey rectangular sign with white text and a logo, flanked by two brick pillars. The sign is set on a green lawn. In the background, a large, multi-story brick building with a central dome and many windows is visible under a clear blue sky.

**Sun Parlor Home**



**A Home For Senior Citizens**

**Sun Parlor Home and  
Victoria Street Manor  
2012 Budget Presentation**

# Sun Parlor Home

## Summary Budget Report



- 2011 / 2012 reflect positive impact of 3 years of strategic planning implementation
- 2011 – budgeted only ½ of 1% - subsidy increases offset wage and benefit increases
- 2012 – 2 reasons for budget increase
  - wage & benefit rates, including prior years
  - increased amortization (life cycle cost)

# System Environment

# Sun Parlor Home

## Economic Situation



- Clear economic message:
  - “Baby boom” generation increasing health care demands
  - Combined with current economic realities

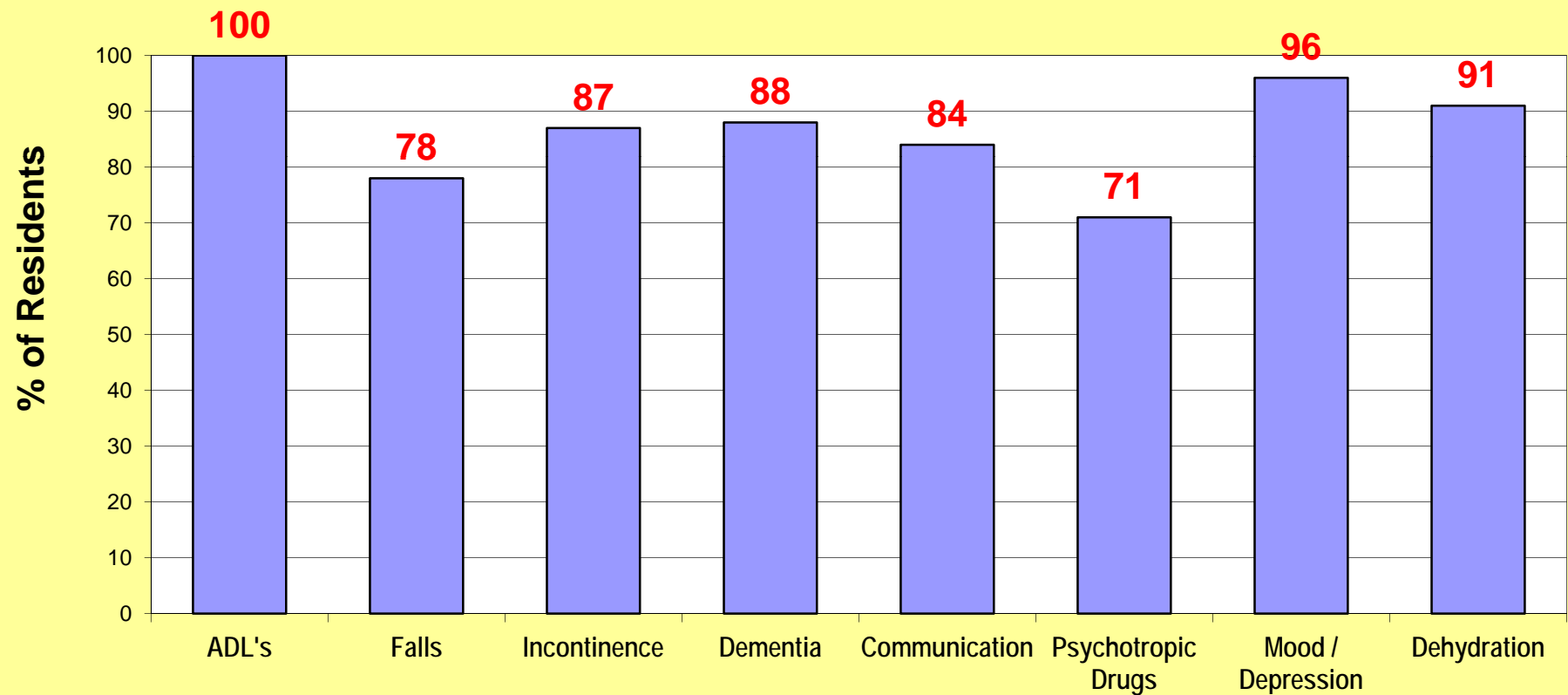
# Sun Parlor Home

## Resident Care Demands



- Increased care needs can be challenging to illustrate
- Following table shows the potential for residents to have problems if needs are not met

# Current Residents' Risk Areas



# Sun Parlor Home

## Accelerated Pace of Change



- Systemic pressures eg. ALC patients backing up acute hospital beds
- Homes expected to assume heavier care
- 2011 record high admissions

# Sun Parlor Home

## Quality Improvement



- Since 2008, fundamentals:
  - resident focused care
  - front line staff involvement
  - simplified QI methodology
- Now producing tangible financial and operational savings



# Sun Parlor Home Electronic Records Project



- Ease documentation demands
- Improve efficiency
- Information building block
- Future regional linkages

# Sun Parlor Home

## Legislative Change



- New LTCH Act resulted in many changes
- New Inspection Program
- Labour intensive for both compliance staff and Homes

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# **Sun Parlor Home & Victoria Street Manor Departmental Budgets**

# Sun Parlor Home - Overall



	2011 Budget	2011 Actual	2012 Budget
Expenditures	\$19,151,640	19,522,420	20,137,830
Recoveries	(13,494,780)	(14,409,090)	(14,106,170)
Net Operations	\$5,656,860	5,113,330	6,031,660
Contributions To Reserves	161,260	790,930	200,190
<b>County Responsibility</b>	<b>\$5,818,120</b>	<b>5,904,260</b>	<b>6,231,850</b>



# Sun Parlor Home

## Prior Year Performance

- Most successful year – cultural shift
- Dramatic improvement in all areas of attendance management
- Credit to all departments
- Particular credit to CUPE 860 Executive
- QI Wellness Committee shared goals produce superior results



# Sun Parlor Home

## Prior Year Cont'd

- Revenues:
  - Provincial subsidies, Case Mix, grants, High Intensity funds
- Quality:
  - Maturing QI program, QI fair, numerous projects, more staff facilitators trained
- SPH reputation maintained, in contrast with negative press on long term care



# Sun Parlor Home

## Proposed Budget

- Wage rates:
  - Provincial funding – 0% for 2 years
  - Percentages awarded through arbitration
- Benefits:
  - OMERS – 24%
  - Others – 5% - 9%

# Sun Parlor Home

## Proposed Budget Cont'd



- Overall goal to limit County's contribution  
eg. WSIB NEER savings and LTD premium savings
- “Bottom Line” has net \$437,000 contribution to major capital reserves  
(\$500,000 – amortization, future replacements)





# Sun Parlor Home

## Administration

- An experienced administrative team that helps coach, mentor and provide leadership to staff
- Set the tone for efficient and cost effective operations
- QI participative / team style of management

# Sun Parlor Home Administration



	2011 Budget	2011 Actual	2012 Budget
Expenditures	\$843,020	846,060	858,990
Recoveries	(83,300)	(480,820)	(83,400)
Net Operations	759,720	365,240	775,590
Contributions to (from) Reserves	12,000	413,420	13,000
<b>County Responsibility</b>	<b>\$771,720</b>	<b>778,660</b>	<b>788,590</b>

# Sun Parlor Home

## Administration



- **2011** - achieved budgeted restraint exclusive of legal costs from 2010 events
  - Drop in grievances and positive labour relations
  - \$400,000 bequest
- **2012** – costs minimized
  - maintain and assist home-wide initiatives



# Sun Parlor Home

## Nursing

Provides **resident focused** nursing and personal care to maximize each resident's physical, social and emotional potential while respecting the uniqueness of each individual for their personal integrity, dignity, self esteem and freedom of choice.

# Sun Parlor Home Nursing



	2011 Budget	2011 Actual	2012 Budget
Expenditures	\$10,561,680	10,956,770	11,163,660
Recoveries	(6,623,150)	(7,076,540)	(7,087,960)
Net Operations	3,938,530	3,880,230	4,075,700
Contributions to (from) Reserves	(23,000)	34,950	(3,000)
<b>County Responsibility</b>	<b>3,915,530</b>	<b>3,915,180</b>	<b>4,072,700</b>

# Sun Parlor Home

## Nursing - Prior Year Performance



- Overall actual on budget
- New Regs increased staff hours
- Offset by MOHLTC subsidy and savings from improved attendance management
- Proficiency in RAI Assessments
- Numerous grants received

# Sun Parlor Home

## Nursing - Prior Year Cont'd



- Attendance/Wellness improvements in partnership with Labour
- Reduced lost time claims
- Below budget in STD
- Improved staff morale as well cost savings

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## Nursing - Prior Year Cont'd



- QI momentum; Pressure ulcer and falls prevention, restraints reduction, etc.
- Electronic charting; e-MAR, Point of Care; paid by Pharmacy





# Sun Parlor Home

## Nursing - Current Year Budget

- Quality improvement program
  - priorities identified – resources allocated
  - partnerships – peer homes, vendors, educational, etc.
  - participate in Province-wide Falls Reduction Collaborative
  - RNAO Best Practice Guidelines
  - goal to surpass standards



# Sun Parlor Home

## Nursing - Current Year Budget

- RAI System
  - Evidence based care
  - Nursing staff reorganized
  - Staff work to full scope of practice
  - Appropriate resource use
  - Professional development & team work

# Sun Parlor Home

## Nursing - Current Year Budget



- Advancing prior projects:
  - Continued enhancements to develop electronic records for time savings and improved accuracy of information
  - Best ever attendance/wellness targets
  - Continued pursuit of grants



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## Nursing - Current Year Budget

- Overall summary:
  - Budget reflects actual enhanced LTCH Act staffing (from 2011)
  - Wages 1.4% over 2011 actual
  - Benefit rate increases offset by WSIB and LTD savings
  - Budget supports exceptional resident care

# Sun Parlor Home

## Life Enrichment (Activation)



- Enriches the quality of life by achieving residents' optimum physical, mental, social and spiritual function
- Recreational and therapeutic programs meet individual needs including PT and OT
- Residents' Council, Family Council, Auxiliary Volunteers, Pastoral Care, hairdressing services
- Assists QI, RAI and Electronic Records Projects

# Sun Parlor Home

## Life Enrichment (Activation)



	2011 Budget	2011 Actual	2012 Budget
Expenditures	\$696,360	687,560	729,820
Recoveries	(614,450)	(629,840)	(635,360)
Net Operations	\$81,910	57,720	94,460
Contributions from Reserves	0	0	0
<b>County Responsibility</b>	<b>\$81,910</b>	<b>57,720</b>	<b>94,460</b>

# Sun Parlor Home

## Life Enrich.— Prior Year Performance



- Positive variance:
  - improved return to work
  - timing delay in filling vacant positions
- Helped develop charting systems – improved efficiency in data quality
- Integration of multidisciplinary services allowed more hands on care



# Sun Parlor Home

## Life Enrich.— Current Year Budget

- Additional part-time staff
- Allows increased services for rising care needs
- Continued improvements in electronic charting including integration of new electronic devices





# Sun Parlor Home

## Food & Nutrition Services

- Safe, nutritious and attractive meals and snacks
- With the assistance of Registered Dietitians, nutritional assessment, evaluating risk and development of an individualized nutritional care plan, counseling and quarterly review of all residents
- Dietary programs for increasingly complex needs
- Meals on Wheels community program
- FNS essential and integral part of resident life

# Sun Parlor Home

## Food & Nutrition Services (FNS)



	2011 Budget	2011 Actual	2012 Budget
Expenditures	\$2,897,930	2,963,740	2,982,440
Recoveries	(704,130)	(717,620)	(723,450)
Net Operations	\$2,193,800	2,246,120	2,258,990
Contributions from Reserves	0	0	0
<b>County Responsibility</b>	<b>\$2,193,800</b>	<b>2,246,120</b>	<b>2,258,990</b>

# Sun Parlor Home

## FNS – Prior Year Performance



- Wage & benefit rates mitigated by improved attendance wellness
- Garden View Café popular with residents, families and staff
- SECC partnership increases Meals on Wheels – 19,000 meals served (food costs offset by increased revenues)
- Absorbed costs LTCH Act training requirements

# Sun Parlor Home

## FNS – Current Year Budget



- Support QI opportunities, simplify and streamline, multidisciplinary charting
- New program to promote consumption of Ontario produced foods
- All staff to be certified by 2015
- Refrigeration / freezer and flooring to be replaced (major capital)

# Sun Parlor Home

## Housekeeping, Laundry, Maintenance



- Clean, comfortable and safe environment
- Part of the resident care team and participate in QI projects
- Appearance of the Home and grounds is important to residents and visitors
- These departments are impacted by the increasingly complex medical condition of residents as well

# Sun Parlor Home

## Housekeeping, Laundry, Maintenance



	2011 Budget	2011 Actual	2012 Budget
Housekeeping	\$1,032,500	1,072,110	1,087,970
Laundry	777,970	792,380	826,260
Maintenance	1,307,860	1,324,270	1,313,910
Net Operations	3,118,330	3,188,760	3,228,140
Recoveries	(51,900)	(50,040)	(49,360)
<b>County Responsibility</b>	<b>\$3,066,430</b>	<b>3,138,720</b>	<b>3,178,780</b>

# Sun Parlor Home

## Housekeeping, Laundry, Maintenance Prior Year Performance



- **Laundry** - over budget due to extra staff coverage for sick time and increased admissions/discharges
- **Housekeeping** - over budget due to long term sick time replacement
- **Maintenance** - over budget due to above average snow removal, sick time replacement & sewage cost overage

# Sun Parlor Home

## Housekeeping, Laundry, Maintenance Current Year Budget



- **Laundry & Housekeeping**
  - increases due to benefit costs and salaries
- **Maintenance**
  - decreases in gas and hydro rates,
  - holding line on expenditures will offset increases in benefits and salaries



# Sun Parlor Home

## Structural Capital Allocation



	2011 Budget	2011 Actual	2012 Budget
Expenditures	\$233,300	230,480	238,000
Recoveries	(225,560)	(225,560)	(226,190)
Net Operations	\$7,740	4,920	11,810
Contributions To / (From) Reserve	(7,740)	(4,920)	(11,810)
<b>Reserve Balance, Beginning of Year</b>	<b>408,165</b>	<b>427,401</b>	<b>422,481</b>
<b>Reserve Balance, End of Year</b>	<b>\$400,425</b>	<b>422,481</b>	<b>410,671</b>

# Sun Parlor Home

## Structural Capital Allocation



- 2011:
  - High-low beds, whirlpool tubs, patient lifts, flooring, HVAC replacements
  - Main dishwasher replaced-\$55,000
  - MOHLTC grant - \$46,890 used for beds
- 2012:
  - Resident required capital replacements
  - Painting to coincide with resident room furnishings

# Sun Parlor Home

## Major Capital Expenditures



	2011 Budget	2011 Actual	2012 Budget
Expenditures	\$249,380	85,520	363,000
From Reserves	(170,000)	(2,520)	(298,000)
To Capital Reserve (Amortization)	350,000	350,000	500,000
<b>County Responsibility</b>	<b>\$429,380</b>	<b>433,000</b>	<b>565,000</b>

# Sun Parlor Home

## Major Capital – Prior Yr. Performance



- Prioritized electronic high-low beds for 2 reasons: (1) focus on reducing falls (2) health & safety for both staff & residents
- Capital dollars redeployed so that 43 additional beds could be acquired
- Freezer and flooring (\$140,000) deferred to 2012
- Only \$85,000 of the \$249,000 budget spent

# Sun Parlor Home

## Major Capital – Current Year Budget



- Increase of \$150,000 to amortization (life cycle cost) for facility components (total \$500,000)
- Key projects (**note reserve**):
  - Room furnishings \$95,000 (**bequest**)
  - Dietary freezer \$140,000 (**rate stabilization**)
  - Storage area network/server \$63,000 (**capital**)



# Victoria Street Manor Amherstburg



- Residential housing and support to 14 frail, elderly residents
- To maintain their independent life styles

# Sun Parlor Home

## Victoria Street Manor



	2011 Budget	2011 Actual	2012 Budget
Expenditures	\$551,640	563,530	573,780
Recoveries	(413,530)	(391,270)	(416,140)
Net Operations	138,110	172,260	157,640
Contributions to Reserves	0	0	0
<b>County Responsibility</b>	<b>\$138,110</b>	<b>172,260</b>	<b>157,640</b>



# Sun Parlor Home

## Victoria Street Manor

### Prior Year Performance

- Unfavourable variance of \$34,000; reduced revenues - vacancies and fewer full pay residents
- New admissions requiring additional care





# Sun Parlor Home

## Victoria Street Manor

### Current Year Budget

- Assumes full occupancy, 3.1% rental increase
- Anticipated maintenance costs
- Pressure to accept heavier care residents
- Newer retirement facilities built in area



# Sun Parlor Home & Victoria Street Manor

## 2012 Budget Summary

- Despite economic and systemic challenges and based on current momentum, the Home anticipates continued success
- The Home is confident that its reputation for quality of care to our seniors will be enhanced
- Placing a half million dollars into reserves will position us well for capital needs of the future