



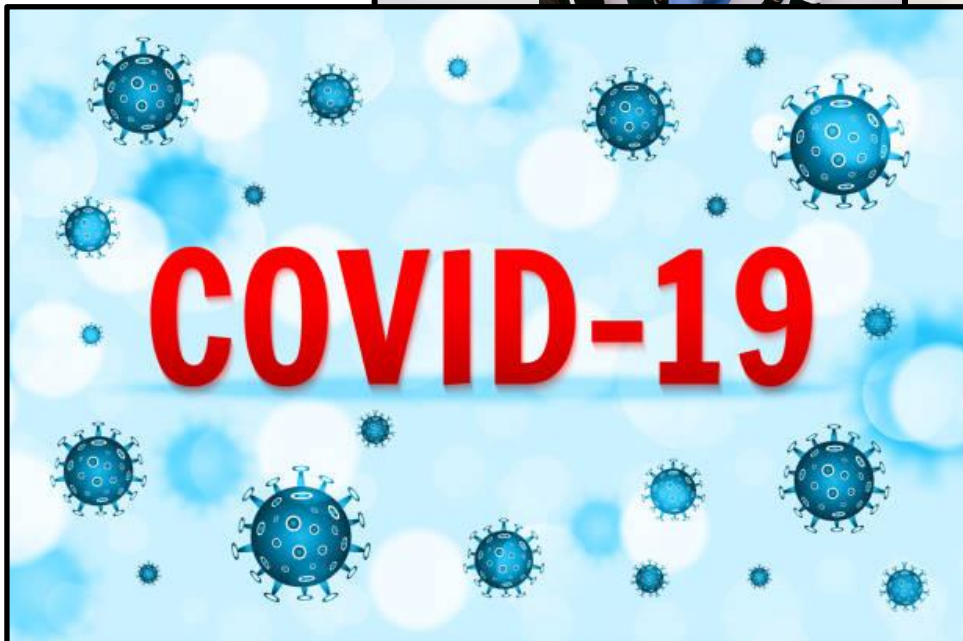
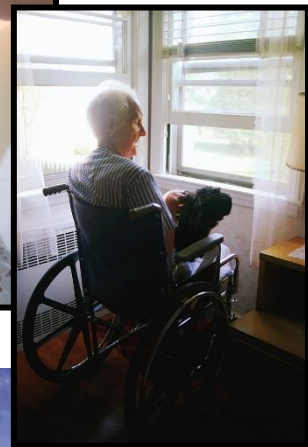
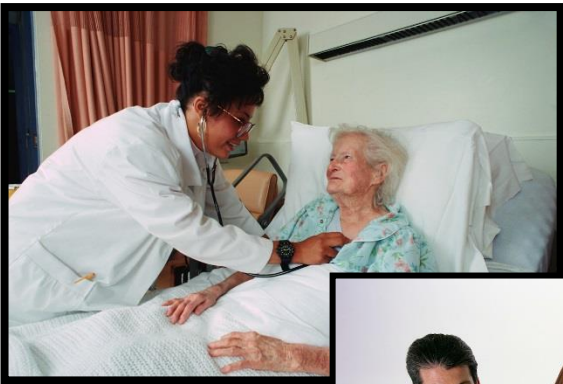
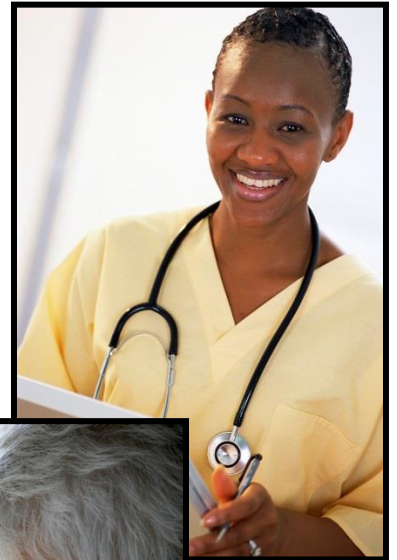
Tudor House



Annual Report

2020 / 2021

Selkirk, Manitoba





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Program / Service Description:

Tudor House Personal Care Home is a Licensed and Accredited 76 bed Private Long Term Care Facility that is located on an “aging in place” seniors retirement campus community that includes **Woodland Courts** “Assisted Living Suites” (53 Suites) & **Cambridge House** “Retirement Residence” (34 suites) on spacious landscaped grounds on Manitoba Avenue in Selkirk nearby the local Selkirk Regional Health Centre and Selkirk Mental Health Centre. We operate under a Service Purchase Agreement (SPA) with the WRHA & Interlake-Eastern RHA.

Our Mission Statement is “**Resident Centred Care in a “Home-Like” Community, provided with Quality, Dignity, Compassion, Empathy & Partnership.**”

Tudor House strives to maintain very high standards, designed to ensure the elders benefit from individualized care provided in a courteous and friendly manner in a home-like atmosphere involving caring staff, natural plants, pets. The care we give builds on the resident’s strengths and constantly seeks to improve their quality of life, physically, mentally, emotionally and spiritually. The facility has two separate care areas all on ground level. (consisting of *46 private rooms, 13 semi-private, 1- 4 bed Dorm*) Maple Hall has the Alzheimer /Dementia Special Care Needs Rooms and Poplar & Oak Halls have with Personal & Extended Care Rooms to better meet client’s quality of life needs by grouping residents with like-needs together. In addition to care to fragile elderly & Dementia clients, we have also been providing long term care services to mentally and physically handicapped adults, seniors with stable psychiatric needs, a limited number of respiratory clients and hospice/palliative or “end of life” care for seniors.

The following Service Components are provided on site:

- Medical Advisors & Services (*weekly visits by Dr.Demsas/Dr. Paradoski*)
- Consultant Psychiatrist Services (*monthly visit by Dr.Kremer*)
- Professional & Non-professional Nursing Services (*RN,RPN,LPN,HCA*)
- Recreation & Volunteer Services (*Certified Recreation Facilitator*)
- Rehabilitation Services (*Fulltime Rehab. Aide*)
- Pharmacy Services (*MediSystem Pharmacy*)
- Podiatrist Services (*Two Soles Foot Care*)
- Hairstylist Services (*Provincially Licensed Hairstylist*)
- In-service & Staff Education Services (*Part Time*)
- Pastoral Care (*Selkirk & District Ministerial Assoc. & Catholic Pastors*)
- Consultant Dietician Services (*Registered Dietician*)
- Dietary Services (*Certified Food Service Supervisor & Certified Food Handlers*)
- Housekeeping & Laundry Services & Workplace Safety Officer
- Maintenance Services & Fire Safety (*Class 4 Power Engineer & Electrical K License*)
- Administration, Accounting and Business Services (*Consultant CA, & BDO Auditor*)

The following Service Components are provided by the IERHA:

- Occupational Therapy Services (*8 hrs per month, 2- 4 hr visits*)
- Physiotherapy Services (*on referral basis*)
- Lab & X-ray Services (*weekly*)
- Ambulance/EMS Services

Funding: Annual Financial Report Summary (March 31 Year End)

(BDO Canada LLP Independent Auditors)

(Re: Audited F/S Reports)	2017-18	2018-19	2019-20	2020-21
REVENUE				
Winnipeg Regional Health Authority	\$3,962,346	\$3,862,667	\$3,787,454	\$4,326,493
Aboriginal Affairs & Northern Dev.				
Private Funding (Residents)	\$1,463,209	\$1,542,568	\$1,650,760	\$1,613,592
Other	\$44,410	\$54,309	\$85,137	\$120,518
Amortization of deferred Contrib.	\$5,921	\$4,145	\$2,901	\$2,031
Total Annual Revenue	\$5,475,886	\$5,463,689	\$5,526,252	\$6,062,634
EXPENSES				
Administrative	\$436,416	\$434,821	\$394,224	\$396,020
COVID-19 General	N/A	N/A	\$29,657	\$439,880
Visitation Shelter				\$42,286
Dietary	\$550,018	\$576,187	\$568,870	\$593,764
Housekeeping	\$193,667	\$193,686	\$201,069	\$222,829
In-service Education	\$43,254	\$40,468	\$45,010	\$45,730
Laundry & Linen	\$103,781	\$103,205	\$101,784	\$98,354
Nursing	\$3,268,821	\$3,295,658	\$3,215,382	\$3,330,395
Occupational Therapy	\$50,045	\$49,914	\$52,385	\$51,588
Plant Maintenance & Operations	\$648,667	\$711,066	\$690,462	\$608,497
Recreation	\$118,063	\$121,063	\$120,701	\$145,520
Safety, Security, Major Repairs etc.	\$65,001	\$80,880	\$81,110	\$103,044
Total Expenses	\$5,412,732	\$5,526,068	\$5,419,544	\$6,077,908
Retained Earnings (Deficit) end of yr	(\$26,113)	(\$88,492)	(\$54,179)	(\$69,527)

Leadership Accountability	2017	2018	2019	2020
CEO/DOC Compensation @ Dec.31	83,779	\$75,462	\$69,447	\$90,732
CEO/DOC Travel & Expenses	\$0.00	\$0.00	\$0.00	\$0.00

Manitoba Government Funding	2017-18	2018-19	2019-20	2020-21
Resident Per diem (Final)	186.43	186.43	186.59	\$186.94
Annual Supply & Utilities Increases*	\$0.00	\$0.00	\$0.00	\$0.00

* No operating funding increases for over 11 years for food, supplies or utilities. (No Annual Cost of Living/Inflation adjustments)

Utilization Statistics:

The following Statistics have been gathered regarding Service Utilization for the past year and as @ March 31st:

Statistic	2017-18	2018-19	2019-20	2020-21
Occupancy Rate (Clawback < 97%)	99.63%	99.61%	99.43%	99.15%
# of Resident Days (27,740 days)	27,638	27,633	27,582	27,503
# of Lost Bed Days	102	107	158	237
# of Regular Admissions	23	27	30	24
# of Interim Admissions	1	0	2	3
# of Discharges to Community	0	1	0	2
# of Transfers to other PCH	1	2	3	4
# of Discharges to Hospital	1	0	0	1
# of MAID	0	0	1	0
# of COVID-19 Deaths	N/A	N/A	0	0
# of Deaths (Total)	23	23	28	18
Male Residents	21	21	20	20
Female Residents	53	55	56	56
Aged (over 65)	73	76	74	73

Statistic	2017-18	2018-19	2019-20	2020-21
Average Age	85.91yrs	84.05 yrs	82 yrs	83 yrs
Average Length of Stay	2.99 yrs	2.93 yrs	2.86 yrs	2.8 yrs
Mobility (Wheelchairs & Walkers)	72	72	65	53
Developmentally Delayed	2	1	1	2
Psychiatrically Disabled	8	10	25	24
Continuous Oxygen (O2)	3	3-5	3	4
Bariatric/Obese Residents (BMI >30)	N/A	N/A	3	3
# of Hospital Admissions	9	15	30	10
# of ER Visits	33	16	15	11
IERHA Drug Budget Allowance	\$142,726	\$142,726	\$142,726	\$142,726
Over Budget or Under Budget	-\$42,934	-\$47,047	-\$47,806	-\$48,730
Levels of Care				
Level 2	19	19	17	11
Level 3	47	36	42	45
Level 4	8	20	17	20
Chronic Care Indicators	3	3-5	3	4
Total Residents	74	75	76	76

WRHA MIS Nursing Staffing Summary (Paid Hours per Resident Day as per "SPA")

Manitoba Health - REQUIRED 3.6 HPRD NURSING STAFFING:

- As per Manitoba Health/WRHA Monthly MIS Accountability Reporting.

(RN = 41.04 hrs per day, LPN = 41.04 hrs per day, HCA= 191.52 hrs per day)

(H. Forbes – REVISED Oct. 2019, RN 34.2 hrs/day, LPN 47.88 hrs/day, HCA 191.52 hrs/day)

Staffing	2017-18	PH/RD	2018-19	PH/RD	2019-20	PH/RD	2020-21	PH/RD
	hrs		hrs		hrs			
RN/RPN hrs	14,397	39.44	14,471	39.65	13,952	38.23	14,242	39.02
LPN hrs	15,354	42.07	15,098	41.36	15,328	41.99	16,933	46.39
HCA hrs	70,200	192.33	71,206	191.52	74,487	204.07	69,969	191.70

Nursing Staffing Patterns (as per Duty Schedule @ March 31st):

	2017-18	Staffing Ratio	2018-19	Staffing Ratio	2019-20	Staffing Ratio	2020-21	Staffing Ratio
Days	3 RN, 3 LPN,10HCA	1 : 4.75	3RN 3LPN,10HCA	1 : 4.75	3RN 3LPN,10H CA	1 : 4.75	3RN 3LPN, 10HCA	1 : 4.75
Evenings	1 RN,2 LPN, 8 HCA	1 : 6.91	1 RN,2 LPN, 8 HCA	1 : 6.91	1 RN,2 LPN, 8 HCA	1 : 6.91	1 RN,2 LPN, 8 HCA	1 : 6.91
Nights	1 RN, 4 HCA	1 : 15.2	1 RN, 4 HCA	1 : 15.2	1 RN, 4 HCA	1 : 15.2	1 RN, 4 HCA	1 : 15.2

Human Resources Statistics (Calendar Year)

Paid Sick Hours by Department	2017	2018	2019	2020
Administration	1,226 hrs	205 hrs	361 hrs	724 hrs
Nursing – Professional	1,348 hrs	1,052 hrs	960 hrs	1,421 hrs
Nursing – HCA	2,590 hrs	2,402 hrs	2,521 hrs	4,086 hrs
Recreation	23 hrs	78 hrs	197 hrs	575 hrs
Dietary	110 hrs	784 hrs	255 hrs	123 hrs
Housekeeping/Laundry	286 hrs	231 hrs	326 hrs	542 hrs
Maintenance	120 hrs	266 hrs	169 hrs	290 hrs
Total Sick/Absenteeism Hours	5,703 hrs	5,018 hrs	4,789 hrs	7,783 hrs

* Note: During 2020 total number of COVID-19 Related Sick Days was 1,466 hrs. (Mostly Nursing)

Paid Overtime Cost by Department	2017	2018	2019	2020
Administration	0	0	0	\$4,983
Nursing - Professional	\$10,443	\$11,371	\$4,286	\$24,567
Nursing - HCA	\$9,111	\$5,897	\$8,155	\$30,275
Recreation	0	0	\$135	\$1,954
Dietary	\$861	5,378	\$1,598	\$5,823
Housekeeping/Laundry	0	\$68	0	\$43
Maintenance (Banked Overtime not included)	0	\$761	\$765	\$3,391
Total Overtime Cost	\$20,415	\$23,475	\$14,939	\$71,036

Mandated Overtime Hours by Department	2017	2018	2019	2020
Administration	0	0	0	0
Nursing – Professional (MNU)	N/A	48 hrs	30 hrs	241.4 hrs
Nursing – HCA (OEM)	N/A	42.2 hrs	67.5 hrs	84.75 hrs
Recreation (OEM)	0	0	0	8.5 hrs
Dietary (OEM)	0	0	0	0
Housekeeping/Laundry (OEM)	0	0	0	0
Maintenance (OEM)	0	0	0	0
Total Mandated Hours	N/A	90.2 hrs	97.5 hrs	334.6 hrs

WCB – Lost Time Incidents & Lost Hrs Rate	2017	2018	2019	2020
# of Workplace Accidents & Injuries Claims	15	5	7	8
Lost injury rates per 100 FTE Workers	3	4	8	40
Average Days Paid per FTE Worker	9.2	N/A	N/A	N/A
WCB Assessment Rate per \$100 payroll	\$1.19	\$1.01	\$0.98	\$0.98
New D & R Claims (Long Term Disability)	0	1	1	0

Employee Turnover/ Retirement Rate	2017	2018	2019	2020
# of New Hires	12	22	26	34
# of Employees Retired	1	4	2	2
# of Employees Resigned/Terminated	11	8	14	16
# of Employees working less than 2 years	-	-	-	34
# of Employees workin 2 – 5 years	-	-	-	32
# of Employees working 5 – 10 years	-	-	-	25
# of Employees working over 10 years	-	-	-	40

Staff Education

Staff Education	2017	2018	2019	2020
# of New Staff Orientated	12	13	14	15
# of In-services provided (in-house)	16	28	29	18
# of Volunteers Orientated	4	1	4	0
# Students Orientated	7	7	16	1
# of Code Red Drills	12	11	10	5
# of Code Blue Drills	N/A	N/A	N/A	0
# of Code White Drills	0	0	0	1
# of Code Green Drills	1	0	1	0

LTC Quality & Risk Management Summary Report:

Tudor House has an active “LTC Quality & Risk Management Summary Report” (*Risk Management Program*) with the following Performance Indicators revised and utilized with benchmarks, analysis and actions in the full CQI annual report.

Performance Indicator	2017-18	2018-19	2019-20	2020-21
% of Falls Annual Average	15% <i>Annual average</i>	15% <i>Annual Average</i>	14.04 % <i>Annual Average</i>	12.17 % <i>Annual Average</i>
-Actual # of Falls per year – # of Fractures per year	171 Total Falls 7 Fractures	131 Total Falls 5 Fractures	141 Total Falls 6 Fractures	136 Total Falls 3 Fractures
% of Residents who are on Restraints (Positional, Chemical)	25.5%	17.1% All Positional	19.6 % All Positional	28% Positional 1% Physical 1% Chemical
% of Residents with Stage 2-4 Pressure Ulcers	5.9%	7.9%	9.4 % (Stage 1-4 Pressure Ulcers)	10.74% annual average

Performance Indicator	2017-18	2018-19	2019-20	2020-21
# of Protection Persons in Care Office Reports	17 Reports	10 Reports	6 Reports	3 Reports
# Manitoba Ombudsman Complaint Reports	0	0	0	1
# of Occurrence Reports Monthly Average	47 per month	28 per month	25.6 per month	23.16 per month
# of Critical Incidents (Resident Sentinel Event)	0	0	0	0
# of Critical Occurrences (Staff/Facility Sentinel Event)	0	0	0	1
# of Comment/Concern Reports	1.6 monthly Average	3.3 monthly Average	4 monthly Average	11.5 monthly average
# of Outbreaks	Respiratory 2 Enteric 1	Respiratory 2 Enteric 0	Respiratory 0 Enteric 1	Covid19 1 Enteric 0
# of Residents with Infections per year (actual)	109 Total	100 Total	91 Total	50 Total
% of Residents with Health Care Associated Infections (HAI) per 1000 Residents Days	3.96% <i>Annual Average</i>	3.6% <i>Annual Average</i>	0.5 # of HAI/ # of resident days x 1000	1.89% <i>Annual Average</i>
% of Residents Immunized for Influenza Vaccine	89%	86.8%	79 %	80%
% of Staff Immunized for Influenza Vaccine	32%	39%	53 %	58%
# of Residents with positive Covid-19	N/A	N/A	N/A	0
# of Residents Immunized for COVID-19	N/A	N/A	N/A	73
# of Staff Immunized for COVID-19	N/A	N/A	N/A	56

Union/Employer Relations	2017-18	2018-19	2019-20	2020-21
# of MNU Grievances Local 117	0	0	1	1
# of IUOE Grievances Local 987	0	0	1 Unfair Labor *	0

**IUOE Filed Unfair Labour Practice Allegations with MLB during Collective Agreement negotiations. WITHDRAWN*

Public Interest Disclosure Act (Whistle Blower Protection) April 2, 2007

Annual Report	2017-18	2018-19	2019-20	2020-21
# of Disclosures	0	0	0	0
# of Disclosures Acted On or Not Acted On	0	0	0	0
# of Investigations Commenced as a result of a Disclosure	0	0	0	0
Investigation Results, Findings of Wrongdoing & Corrective Actions	0	0	0	0

Annual Update:

7th Accreditation Canada 2018 Survey

Accreditation Canada's last survey in fall of 2018 resulted in "Accreditation with Report" and the opportunities for improvement were resolved in 2019 to respond to Accreditation Canada's reporting request dates. All Accreditation Reports are published on our website at www.mytudor.ca

Manitoba Health PCH Unannounced Standards Visit 2020

Tudor House had a Manitoba Health Modified Standards Review conducted on Aug. 27, 2020. A Modified Tool was utilized and the facility received 12 out of 12 Standards Met. We were required to do an Action Plan (AP) and a Status Update (SU) which was done satisfactorily on various unmet measures. The Standards Review Report is published on our Website at www.mytudor.ca An unannounced Standards Visit is anticipated for 2021 during August/September.

Strategic & Operational Plans

Tudor House's Strategic and Operational Plan 2018 and Beyond was followed during 2020-21 fiscal year with all significant timelines met and revised deadlines for a few minor issues were set with a revision and updates. It is planned for a major review of the strategic and operational plans in the upcoming operational year 2021-22 depending on outcome of "Re-development/New Addition Proposal of Tudor House" submitted to IERHA/MHSAL.

Community Partners Outreach: The Tudor House did a survey to all our Community Partners in the spring of 2018-19 providing an opportunity for stakeholders, families and employees to be updated and discuss revisions to the Strategic and Operational planning as well as help generate new ideas and suggestions from our local community. Suggestions and input from the community was well received. A further Community Partners Outreach Survey will be planned in the future. This should be scheduled to occur in 2021-22.

Capital Planning:

The continued minor & major improvements to the physical building, equipment and operational practices were maintained and expanded upon in 20120-21.

Current Improvements:

- New Arjo/Centruy Tub Spa installed in Maple Hall & room refurbished.
- 2 New Oxygen Concentrators.
- 2 New Hand Held Portable Phones for nurses.
- 20 additional Overbed Tables for possible Pandemic isolation needs.
- 2 - 5 draw treatment carts to replace aging old carts.
- 6 additional CCTV cameras to cover safety and security in PCH hallways.
- 1 computer workstation replaced. (11 years old)
- Ruckus Wireless WIFI installed for entire building for Resident & Visitor access.
- 2 – Pressure Air mattress and controls for resident care areas.
- 2 new Invacare Patient Lift
- Cameras and CCTV equipment install
- 6 new Guldmann Ceiling tracks installed, for lofts provided by IERHA.
- 8 new feeding chairs for nursing (replacing broken ones)

Future Planning:

- Fire Sprinkler System Upgrade (**REQUIRED - Compliancy Deadline of 2024**)
- Flat Roof Repair/Replacement.
- Flooring Replacement.
- Windows Replacement
- Backup Power Emergency Generator.
- Four (4) Bed Dorm Renovation.
- Rooftop HVAC unit for Dietary & Laundry air handling improvement. (8 of 8 HVAC Units Replaced).
- Resident Room Chair replacement.
- Recreation/Activity Furniture replacement
- Lounge & Lobby Armchair and Sofa Furniture replacement
- Nurse Call System Replacement.
- Point Click Care EHR system
- New Staff Payroll, Scheduling & Management Software & Facial Recognition Time Terminal.
- Grounds beautification.
- Parking Lot Repaving.
- Extension of the Parking Lot & Plug-ins for additional staff parking.
- The new “Alzheimer Courtyard Project” for South Courtyard. (Donation Fund is at \$30,471 of its \$50,000 goal)
- * Major Capital Project Additional Bed Proposal (see below)

Best Practices & Policies: Tudor House has been adopting IERHA Policies, Procedures and Guidelines to implement regionally recognized LTC Nursing Best Practices and will continue with more general polices & procedures in the upcoming year.

Green Environmental Initiatives: Tudor House continues to recycle both glass, metal, tins, paper & cardboard significantly reducing its Waste Removal volumes. We have made considerable progress on Power Saving lighting both on reducing incandescent and upgrading

the fluorescent lighting. Other initiatives are planned to reduce our carbon footprint and be more sustainable. We are continuing to pursue additional “green” policies and practices. And this year pursue possible Fair-Trade purchasing practices in as many departments as reasonably possible.

**** Our Major Care Challenge & Initiative for 2019 & Beyond:**

The Tudor House Business Plan Proposal **Version # 3** was submitted to IERHA on April 22, 2019 and forwarded to Manitoba Health for new 141 PCH Bed Addition to Tudor House (potential total of 217 beds) and possible redevelopment and renovation of Tudor House Personal Care Home to meet current Manitoba Health Design Guide Standards for Long Term Care Facilities and to become a “centre of excellence” for the elderly. This project proposal was initiated in 2017 and has been revised several times at IERHA/Manitoba Health request. We are patiently awaiting response and feedback from IERHA and Manitoba Health on our proposal. We met with the new IERHA CEO in May of 2021 and reviewed our proposal and confirmed we still have positive support from the new leadership for our submission to Manitoba Health.

Respectfully Submitted by

John A. Martyniw RN
Chief Executive Officer/Director of Care