



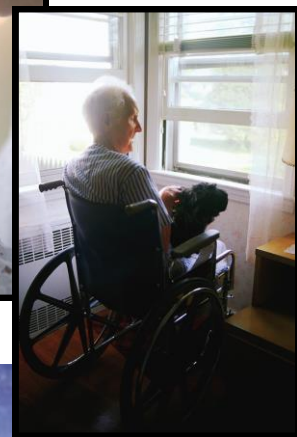
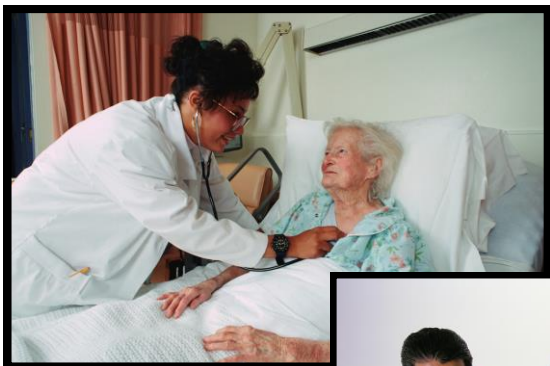
Tudor House



Annual Report

2017 / 2018

Selkirk, Manitoba





Tudor House

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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. Lindenschmidt*)
- 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 (*Geri-Aid Systems Rexall Speciality Pharmacy*)
- Podiatrist Services (*monthly Private Footcare Nurses*)
- 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)
- Physiotherapy Services (on referral basis)
- Lab & X-ray Services (weekly)
- Ambulance/EMS Services

Funding: Annual Financial Report (Summary - BDO Canada LLP)

(Re: Audited F/S Reports)	2014-15	2015-16	2016-17	2017-18
REVENUE				
Winnipeg Regional Health Authority	\$3,799,187	\$3,926,561	\$3,888,043	\$3,962,346
Aboriginal Affairs & Northern Dev.	\$49,534	\$51,809	\$17,640	
Private Funding (Residents)	\$1,336,990	\$1,399,379	\$1,419,195	\$1,463,209
Other	\$29,690	\$32,585	\$34,890	\$44,410
Amortization of deferred Contrib.			\$3,483	\$5,921
Total Annual Revenue	\$5,215,401	\$5,410,334	\$5,363,251	\$5,475,886
EXPENSES				
Administrative	\$486,146	\$466,414	\$475,596	\$436,416
Dietary	\$501,039	\$524,682	\$544,458	\$550,018
Housekeeping	\$177,445	\$1285,377	\$204,721	\$193,667
In-service education	\$46,302	\$50,098	\$50,563	\$43,254
Laundry & Linen	\$91,770	\$106,166	\$107,072	\$103,781
Nursing	\$3,071,014	\$3,069,438	\$3,263,481	\$3,268,821
Occupational Therapy	\$40,556	\$41,141	\$47,809	\$50,045
Plant Maintenance & Operations	\$669,387	\$734,224	\$714,844	\$648,667
Recreation	\$94,662	\$110,089	\$117,260	\$118,063
Social Work	\$8,568			
Total Annual Expenses	\$5,186,889	\$5,287,629	\$5,525,804	\$5,412,732
Net Earnings (deficit)	(\$49,419)	\$64,442	(\$89,267)	(\$26,113)

Utilization Statistics:

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

	2014-15	2015-16	2016-17	2017-18
Occupancy Rate	99.67%	99.62%	99.22%	99.29%
# of Regular Admissions	17	21	33	23
# of Interim Admissions	0	0	0	1
# of Discharges to Community	0	0	0	0
# of Transfers to other PCH	2	0	2	1
# of Discharges to Hospital	0	0	0	1
# of Deaths	17	21	32	23
Male Residents	21	22	24	21
Female Residents	55	53	51	53
Aged (over 65)	76	75	74	73
Average Age	86.71 yrs	87.64yrs	85.87yrs	85.91yrs
Average Length of Stay	3.20 yrs	3.64yrs	2.84yrs	2.99yrs
Physically Challenged and/or Disabled	74	73	72	72
Developmentally Delayed	2	2	2	2

Psychiatrically Disabled	4	5	7	8
Continuous Oxygen (O2)	2	4	3	3
# of Hospital Admissions	9	12	14	9
# of ER Visits	35	50	31	33
IERHA Drug Budget	\$142,726	\$142,726	\$142,726	\$142,726
Accumulated Drug Credit	-\$73,794	-\$46,738	-\$51,922	-\$42,934
Levels of Care				
Level 2	17	17	17	19
Level 3	37	40	49	47
Level 4 & Chronic Care	22	18	9	8
Total Residents	76	75	75	74

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

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)

Staffing	2014-15 hrs	PH/RD	2015-16 hrs	PH/RD	2016-17 hrs	PH/RD	2017-18 hrs	PH/RD
RN/RPN hrs	15,321	41.98	12,658	34.68	14,701	40.28	14,397	39.44
LPN hrs	14,574	39.93	17,118	46.90	15,355	42.07	15,354	42.07
HCA hrs	71,204	195.08	70,718	193.75	71,222	195.13	70,200	192.33

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

	2014-15	Staffing Ratio	2015-16	Staffing Ratio	2016-17	Staffing Ratio	2017-18	Staffing Ratio
Days	1 SNM, 2RN, 3 LPN, 10HCA	1 : 4.75	1SNM, 2RN, 3 LPN, 10HCA	1 : 4.75	1 SNM, 2RN, 3 LPN, 10HCA	1 : 4.75	3 RN, 3 LPN, 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	2014	2015	2016	2017
Administration (7 staff)	400 hrs	710 hrs	451hrs	1,226 hrs
Nursing – Professional (15 staff)	460 hrs	635 hrs	857 hrs	1,348 hrs
Nursing – HCA (45 staff)	1,763 hrs	2,812 hrs	2,132 hrs	2,590 hrs
Recreation (4 staff)	74 hrs	185 hrs	85 hrs	23 hrs
Dietary (10 staff)	201 hrs	107 hrs	230 hrs	110 hrs
Housekeeping/Laundry (6 staff)	380 hrs	210 hrs	199 hrs	286 hrs
Maintenance (3 staff)	76 hrs	16 hrs	486 hrs	120 hrs
Total Sick/Absenteeism Hours	3,354 hrs	4,675 hrs	4,440 hrs	5,703 hrs

Paid Overtime Cost by Department	2014	2015	2016	2017
Administration	0	0	0	0
Nursing - Professional	\$16,311	\$5,535	\$12,179	\$10,443
Nursing - HCA	\$11,712	\$12,081	\$14,999	\$9,111
Recreation	0	0	0	0
Dietary	\$4,540	\$1,754	\$2,499	\$861
Housekeeping/Laundry	\$397	\$229	\$220	0
Maintenance (Banked time not included)	0	0	0	0
Total Overtime Cost	\$32,960	\$19,598	\$29,897	\$20,415

WCB – Lost Time Incidents & Lost Hrs Rate	2014	2015	2016	2017
# of Workplace Accidents & Injuries Claims	16	10	10	15
Lost injury rates per 100 FTE Workers	5	4	4	3
Average Days Paid per FTE Worker	15	25	7	9.2
WCB Assessment Rate per \$100 payroll	\$2.19	\$1.47	\$1.23	\$1.19
New D & R Claims (Long Term Disability)	0	0	0	0

Employee Turnover/ Retirement Rate	2014	2015	2016	2017
# of New Hires	15	17	14	12
# of Employees Retired	0	3	4	1
# of Employees Terminated	12	11	9	11

Staff Education

Staff Education	2014	2015	2016	2017
# of New Staff Orientated		14	16	12
# of In-services provided (in-house)		20	31	16
# of Volunteers Orientated			2	4
# Students Orientated		14	3	7

C.Q.I. Highlights & Risk Management Indicators:

Tudor House has an active “Continuous Quality Improvement & Risk Management Program” with the following Performance Indicators revised and utilized with benchmarks, analysis and actions in the full CQI annual report.

Performance Indicator	2014-15	2015-16	2016-17	2017-18
% of Falls Annual Average	% <i>Annual average</i>	14.8% <i>Annual average</i>	14.9% <i>Annual average</i>	15% <i>Annual average</i>
-Actual # of Falls per year - # of Fractures per year	179 Total Falls ? Fractures	140 Total Falls 8 Fractures	194 Total Falls 5 Fractures	171 Total Falls 7 Fractures
% of Residents who are on Restraints (Positional, Chemical)		28.2 %	26.28 %	25.5%
% of Residents with Stage 2-4 Pressure Ulcers		3.28%	4.26 %	5.9%
% of Difficult Behaviors annual average		5.3 %	3.9 %	5.25%
# of Protection Persons in Care Office Reports	? Reports	14 Reports	6 Reports	17 Reports
# of Medication Errors Monthly Average - Annual Total Nurse Signing Errors	Med Errors Signing Errors	27.3 Med Errors Signing Errors	17.7 Med Errors 180 Signing errors	4.1 Med Errors 473 Signing Errors
# of Occurrence Reports Monthly Average	27.9 per month	29 per month	36 per month	47 per month
# of Critical Incidents (Resident Sentinel Event)	0	0	0	0
# of Critical Occurrences (Staff/Facility Sentinel Event)	0	0	0	0

Performance Indicator	2014-15	2015-16	2016-17	2017-18
# of Comment/Concern Reports Satisfactorily Resolved	<i>monthly Average</i>	<i>4.5 monthly Average</i>	<i>3.8 monthly Average</i>	<i>1.6 monthly Average</i>
# of Fire Drills held per Month/Time of Day	12	12	12	12
# of Outbreaks	Respiratory 1 Enteric 0	Respiratory 1 Enteric 0	Respiratory 2 Enteric 0	Respiratory 2 Enteric 1
# of Residents with Infections per year (actual)	N/A	97 Total	88 Total	109 Total
% of Residents with Health Care Associated Infections (HAI) per 1000 Residents Days	7%	3.36%	3.16%	3.96%
# of MRSA Infections	3	7	4	3
# of VRE Infections	2	3	3	3
# of C. difficile Infections	0	0	0	0
% of Residents Immunized for Influenza Vaccine	91.9	86%	77.5%	89%
% of Staff Immunized for Influenza Vaccine	42.6	51%	61%	32%

Union/Employer Relations	2014-15	2015-16	2016-17	2017-18
# of MNU Grievances Local 117	0	0	3	0
# of IUOE Grievances Local 987	1	0	1	0

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

Annual Report	2014-15	2015-16	2016-17	2017-18
# 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 Coming Up!

Accreditation Canada's last survey in 2013 was a five (5) year award with Exemplary Standing (2013-18). We are well underway in planning and preparation for the next LTC survey planned for Tudor House in fall of 2018 and hope to continue to do well under the changing and evolving guidelines and meet all the ROPs and Standards. Again, well done to all the staff for all their hard work.

Manitoba Health PCH Unannounced Standards Visit 2017

Tudor House had an "Unannounced PCH Standards Visit from the Manitoba Health & IERHA on Oct.11, 2017. We had unmet performance measures in four (4) Standards that required further work and status update reporting of the six (6) Standards that were reviewed. The Standards were: **Standard # 7 Integrated Care Plan, Standard # 9 Use of Restraints, Standard # 17 Therapeutic Recreation and Standard # 19 Safety & Security.** All standards were satisfactory resolved by May 10, 2018 after three (3) status update Reports and evidence of compliance submitted. Next regular Manitoba Health PCH Standards Visit is expected on Aug. 28th 2018.

Strategic & Operational Plans

Tudor House's New Strategic and Operational Plan 2018 and Beyond was followed during 2017-18 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 next operational year depending on outcome of proposal submitted to IERHA.

Community Partners Outreach: The Tudor House did a survey to all our Community Partners in the spring of 2018 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.

Capital Planning:

The continued minor & major improvements to the physical building, equipment and operational practices was maintained and expanded upon. Major capital project of Boiler(2) Replacement during 2017-18 and replacement and insulation in crawlspace of hot water lines to better control domestic water temperature and safe energy. One rooftop HVAC unit was replaced during 2017-18 and planning on another this next fiscal year and each subsequent year until all remaining units are replaced (7 of 8 HVAC Units Replaced) 8 more new high-low LTC beds & special mattresses were purchased during 2017-18 and our exciting new fundraising initiatives give us hope of purchasing more new equipment and furnishings. Other new capital purchases include: 4 new computer workstations. Ongoing is more resident Furniture, Recreation & lounge Furniture, Information Technology equipment and numerous IT upgrades for work stations (on a 5 year plan), CCTV Upgrades, Additional Bathing Suite for Maple Hall to replace Century Tub. Elder/Staff Computer Kiosks with Internet access. Not to be forgotten are grounds beautification and planned extension of the staff parking lot for additional parking.

Analytical Reviews: Also during 2017-18 was a major redevelopment of the Disaster Management Manual to bring it in harmony with the Regional Manual and City of Selkirk Planning. Emergency Code exercisers were done as well as fire safety drills and exercises. Patient and staff safety were a focus this year with diligent work place safety

practices reviewed and updated as well as regular Workplace safety inspections. Staff injuries and time loss has been steadily decreasing for four (4) years.

Best Practices: Tudor House has been adopting IERHA Policies, Procedures and Guidelines to implement regionally recognized 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. Power saving Parking electrical Car plug ins have all been installed and other initiatives are planned to reduce our carbon footprint and be more sustainable. Insulations of crawl space hot water lines was a major project as well as 7 out 8 roof high efficiency HVAC unit. We are continuing to pursue additional “green” policies and practices. And this year pursue possible Fair Trade purchasing practices in as many departments as reasonable possible.

Education, Training & In-servicing

Staff Safety Practices Education and training will continue to be a priority the next fiscal year. “ Life support to Nurses Training” (BLS) will continue to be taught to our professional staff. Violence Prevention training will continue with our in- house instructor. Safe Eating assisting is also a priority and this year we plan to extend this in-service to families & Volunteers.

P.I.E.C.E.S. staff orientation is an ongoing education goal to provide in-services to 4 or more Health Care Aides each month. Our priority is to educate the staff working closest to our residents first, and then we will include other departments. The Training has been well received by staff to date.

Our Annual Staff In-servicing continues with at least 14 topics and is in harmony with regional IERHA Annual traing in PCHs. Providing this information to all the staff in all departments on safety and skill updating takes place each November with a goal to provide the information to all staff in a 2 week span. A real emphasis has been placed on trying to involve elders and their families in education sessions, especially relating to safety, medications and quality of life education. Relationship with RHAs and external agencies include participation in off-site education and training opportunities and partnerships.

We incorporate discussions and information on Ethics as opportunities arise, and Ethics is now a regular agenda item within department staff meetings.

**** Our Major Care Challenge & Initiative for 2018 & Beyond:**

The major capital planning Initiative for 2018 and beyond remains as the new business plan proposal for new 120 PCH Bed addition 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 is an ongoing project with the latest 120 bed PCH Proposal submitted to IERHA and Manitoba Health in Dec 2017. We are patiently awaiting response and feedback from IERHA and Manitoba Health on our proposal.

Making Lives Meaningful! Be a Part of the Solution!

Respectfully Submitted by

John A. Martyniw RN
Chief Executive Officer/Director of Care
June 2018