



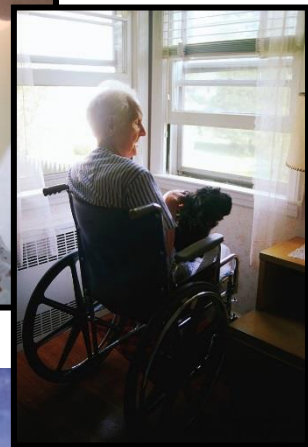
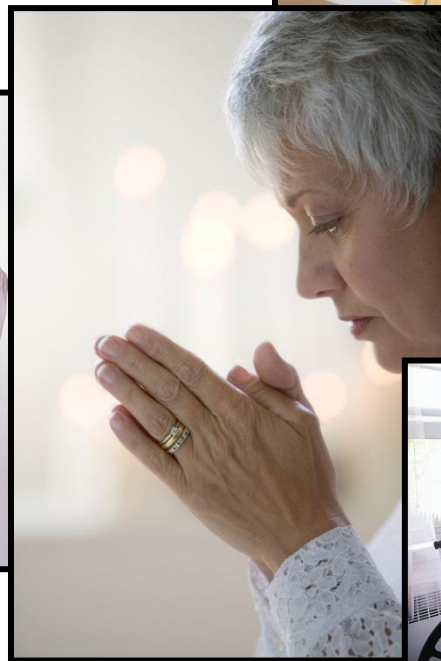
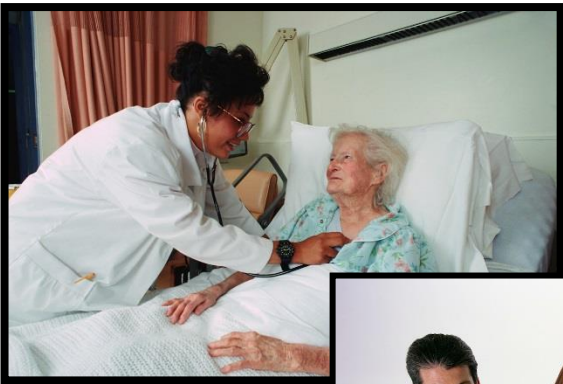
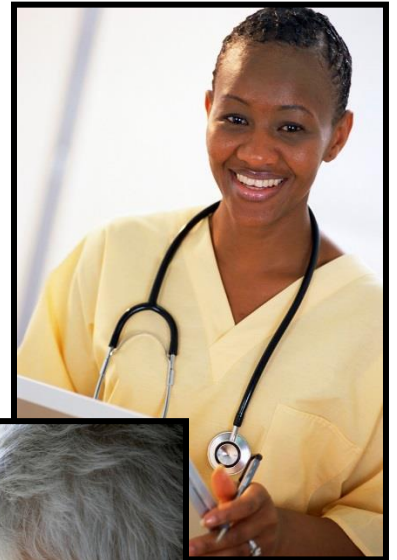
Tudor House



Annual Report

2018 / 2019

Selkirk, Manitoba





Tudor House

Annual Report 2018 / 2019

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 (*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 (March 31 Year End)
(BDO Canada LLP Independent Auditors)

(Re: Audited F/S Reports)	2015-16	2016-17	2017-18	2018-19
REVENUE				
Winnipeg Regional Health Authority	\$3,926,561	\$3,888,043	\$3,962,346	\$3,862,667
Aboriginal Affairs & Northern Dev.	\$51,809	\$17,640		
Private Funding (Residents)	\$1,399,379	\$1,419,195	\$1,463,209	\$1,542,568
Other	\$32,585	\$34,890	\$44,410	\$54,309
Amortization of deferred Contrib.		\$3,483	\$5,921	\$4,145
Total Annual Revenue	\$5,410,334	\$5,363,251	\$5,475,886	\$5,463,689
EXPENSES				
Administrative	\$466,414	\$475,596	\$436,416	\$434,821
Dietary	\$524,682	\$544,458	\$550,018	\$576,187
Housekeeping	\$185,377	\$204,721	\$193,667	\$193,686
In-service education	\$50,098	\$50,563	\$43,254	\$40,468
Laundry & Linen	\$106,166	\$107,072	\$103,781	\$103,205
Nursing	\$3,069,438	\$3,263,481	\$3,268,821	\$3,295,658
Occupational Therapy	\$41,141	\$47,809	\$50,045	\$49,914
Plant Maintenance & Operations	\$734,224	\$714,844	\$648,667	\$711,066
Recreation	\$110,089	\$117,260	\$118,063	\$121,063
Social Work				
Total Annual Expenses	\$5,287,629	\$5,525,804	\$5,412,732	\$5,526,068
Retained Earnings (Deficit)	\$64,442	(\$89,267)	(\$26,113)	(\$88,492)

Leadership Accountability	2015	2016	2017	2018
CEO/DOC Compensation @ Dec.31	\$81,431	\$83,403	83,779	\$75,462
CEO/DOC Travel & Expenses	\$0.00	\$0.00	\$0.00	\$0.00

Note: Schedule of Compensation all Employees \$50,000 plus, Available upon Written Request

Utilization Statistics:

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

	2015-16	2016-17	2017-18	2018-19
Occupancy Rate	99.62%	99.22%	99.29%	99.54%
# of Regular Admissions	21	33	23	27
# of Interim Admissions	0	0	1	0
# of Discharges to Community	0	0	0	1
# of Transfers to other PCH	0	2	1	2
# of Discharges to Hospital	0	0	1	0
# of MAID	N/A	0	0	0
# of Deaths	21	32	23	23
Male Residents	22	24	21	21
Female Residents	53	51	53	55
Aged (over 65)	75	74	73	76
Average Age	87.64yrs	85.87yrs	85.91yrs	84.05 yrs
Average Length of Stay	3.64yrs	2.84yrs	2.99yrs	2.93yrs

Physically Challenged and/or Disabled	73	72	72	72
Developmentally Delayed	2	2	2	1
Psychiatrically Disabled	5	7	8	10
Continuous Oxygen (O2)	4	3	3	3-5
# of Hospital Admissions	12	14	9	15
# of ER Visits	50	31	33	16
IERHA Drug Budget Allowance	\$142,726	\$142,726	\$142,726	\$142,726
Over Budget or Under Budget	-\$46,738	-\$51,922	-\$42,934	-\$47,047
Levels of Care				
Level 2	17	17	19	19
Level 3	40	49	47	36
Level 4 & Chronic Care	18	9	8	20
Total Residents	75	75	74	75

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	2015-16 hrs	PH/RD	2016-17 hrs	PH/RD	2017-18 hrs	PH/RD	2018-19 hrs	PH/RD
RN/RPN hrs	12,658	34.68	14,701	40.28	14,397	39.44	14,471	39.65
LPN hrs	17,118	46.90	15,355	42.07	15,354	42.07	15,098	41.36
HCA hrs	70,718	193.75	71,222	195.13	70,200	192.33	71,206	191.52

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

	2015-16	Staffing Ratio	2016-17	Staffing Ratio	2017-18	Staffing Ratio	2018-19	Staffing Ratio
Days	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	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	2015	2016	2017	2018
Administration (7 staff)	710 hrs	451hrs	1,226 hrs	205 hrs
Nursing – Professional (16 staff)	635 hrs	857 hrs	1,348 hrs	1,052 hrs
Nursing – HCA (46 staff)	2,812 hrs	2,132 hrs	2,590 hrs	2,402 hrs
Recreation (3 staff)	185 hrs	85 hrs	23 hrs	78 hrs
Dietary (8 staff)	107 hrs	230 hrs	110 hrs	784 hrs
Housekeeping/Laundry (5 staff)_	210 hrs	199 hrs	286 hrs	231 hrs
Maintenance (3 staff)	16 hrs	486 hrs	120 hrs	266 hrs
Total Sick/Absenteeism Hours	4,675 hrs	4,440 hrs	5,703 hrs	5,018 hrs

Paid Overtime Cost by Department	2015	2016	2017	2018
Administration	0	0	0	0
Nursing - Professional	\$5,535	\$12,179	\$10,443	\$11,371
Nursing - HCA	\$12,081	\$14,999	\$9,111	\$5,897
Recreation	0	0	0	0
Dietary	\$1,754	\$2,499	\$861	5,378
Housekeeping/Laundry	\$229	\$220	0	\$68
Maintenance (Banked Overtime not included)	0	0	0	\$761
Total Overtime Cost	\$19,598	\$29,897	\$20,415	\$23,475

WCB – Lost Time Incidents & Lost Hrs Rate	2015	2016	2017	2018
# of Workplace Accidents & Injuries Claims	10	10	15	5
Lost injury rates per 100 FTE Workers	4	4	3	4
Average Days Paid per FTE Worker	25	7	9.2	N/A
WCB Assessment Rate per \$100 payroll	\$1.47	\$1.23	\$1.19	1.01
New D & R Claims (Long Term Disability)	0	0	0	1

Employee Turnover/ Retirement Rate	2015	2016	2017	2018
# of New Hires	17	14	12	16
# of Employees Retired	3	4	1	4
# of Employees Resigned/Terminated	11	9	11	7

Staff Education

Staff Education	2015	2016	2017	2018
# of New Staff Orientated	14	16	12	13
# of In-services provided (in-house)	20	31	16	28
# of Volunteers Orientated	N/A	2	4	1
# Students Orientated	14	3	7	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	2015-16	2016-17	2017-18	2018-19
% of Falls Annual Average	14.8% <i>Annual average</i>	14.9% <i>Annual average</i>	15% <i>Annual average</i>	15% <i>Annual Average</i>
-Actual # of Falls per year – # of Fractures per year	140 Total Falls 8 Fractures	194 Total Falls 5 Fractures	171 Total Falls 7 Fractures	131 Total Fall 5 Fractures
% of Residents who are on Restraints (Positional, Chemical)	28.2 %	26.28 %	25.5%	17.1% All Positional
% of Residents with Stage 2-4 Pressure Ulcers	3.28%	4.26 %	5.9%	7.9%

Performance Indicator	2015-16	2016-17	2017-18	2018-19
% of Difficult Behaviors annual average	5.3 %	3.9 %	5.25%	5.63%
# of Protection Persons in Care Office Reports	14 Reports	6 Reports	17 Reports	10 Reports
# of Medication Errors Monthly Average - Annual Total Nurse Signing Errors	27.3 Med Errors Signing Errors	17.7 Med Errors 180 Signing errors	4.1 Med Errors 473 Signing Errors	2.1 Med Errors 224 Signing Errors
# of Occurrence Reports Monthly Average	29 per month	36 per month	47 per month	28 per month
# of Critical Incidents (Resident Sentinel Event)	0	0	0	0
# of Critical Occurrences (Staff/Facility Sentinel Event)	0	0	0	0
# of Comment/Concern Reports	4.5 monthly Average	3.8 monthly Average	1.6 monthly Average	3.3 monthly Average
# of monthly Fire Drills held	12	12	12	12
# of Outbreaks	Respiratory 1 Enteric 0	Respiratory 2 Enteric 0	Respiratory 2 Enteric 1	Respiratory 2 Enteric 0
# of Residents with Infections per year (actual)	97 Total	88 Total	109 Total	100 Total
% of Residents with Health Care Associated Infections (HAI) per 1000 Residents Days	3.36% Annual Average	3.16% Annual Average	3.96% Annual Average	3.6% Annual Average
# of MRSA Infections	7	4	3	3
# of VRE Infections	3	3	3	1
# of C. difficile Infections	0	0	0	0
% of Residents Immunized for Influenza Vaccine	86%	77.5%	89%	86.8%
% of Staff Immunized for Influenza Vaccine	51%	61%	32%	39%

Union/Employer Relations	2015-16	2016-17	2017-18	2018-19
# of MNU Grievances Local 117	0	3	0	0
# of IUOE Grievances Local 987	0	1	0	0

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

Annual Report	2015-16	2016-17	2017-18	2018-19
# 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 2013 was a five (5) year award with Exemplary Standing (2013-18). We had the 2018 survey in fall of 2018 that resulted in "Accreditation with Report" and the opportunities for improvement are well under way in 2019 to respond to Accreditation Canada's reporting request dates. Accreditation Report is published on our website at www.mytudor.ca

Manitoba Health PCH Unannounced Standards Visit 2018

Tudor House had a Manitoba Health Standards review conducted on Aug. 28, 2018. Tool # 3 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. The Standards Review Report is published on our Website at www.mytudor.ca

Strategic & Operational Plans

Tudor House's New Strategic and Operational Plan 2018 and Beyond was followed during 2018-19 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 development proposal submitted to IERHA/MHSAL.

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. A further Community Partners Outreach Survey will be planned in the future.

Capital Planning:

The continued minor & major improvements to the physical building, equipment and operational practices was maintained and expanded upon. One rooftop HVAC unit was replaced during 2018-19 and planning on an additional install this next fiscal year for Dietary & Laundry air handling improvement. (8 of 8 HVAC Units Replaced). All Long Term care beds have been replaced in the building. Other new capital purchases include: 5 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. Resident/Staff Computer Kiosks with Internet access. Potential Point Click Care EHR system and new Staff Scheduling &

Management Software & Facial Recognition time Terminal are both being considered. Not to be forgotten are grounds beautification and planned extension of the staff parking lot for additional parking. The Donation fund is at more than 50% of reaching the \$50,000 target for the new "Alzheimer Courtyard Project".

Best Practices & Policies: 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. Our new Staff Education Coordinator has a well thought out plan for the year and is collaborating with IERHA on many education and training opportunities. IERHA LMS is currently under discussion and it is hoped out staff will be able to access the RHA online learning system.

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 remains as the 2018 business plan proposal for new 141 PCH Bed Addition to Tudor House (total 2017 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 is an ongoing project with the latest 141 bed PCH Proposal submitted to IERHA and forwarded to Manitoba Health in April 2019. We are patiently awaiting response and feedback from IERHA and MHSAL on our proposal.

Respectfully Submitted by

John A. Martyniw RN
Chief Executive Officer/Director of Care
August 2019