



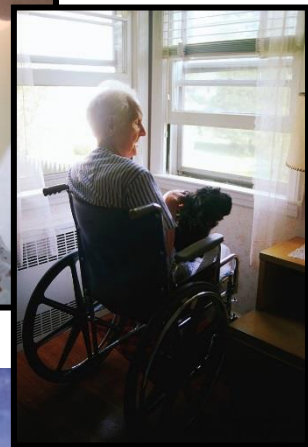
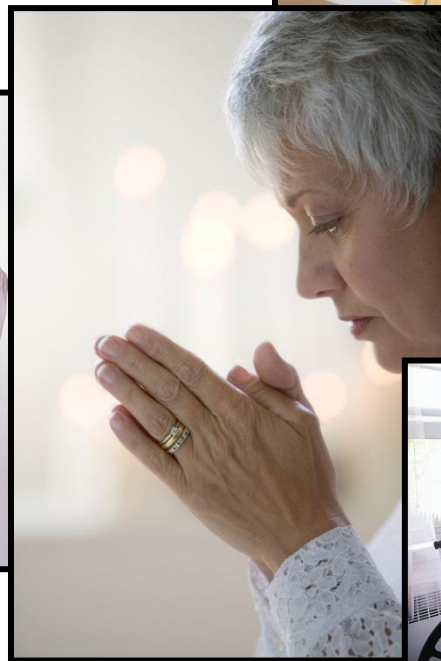
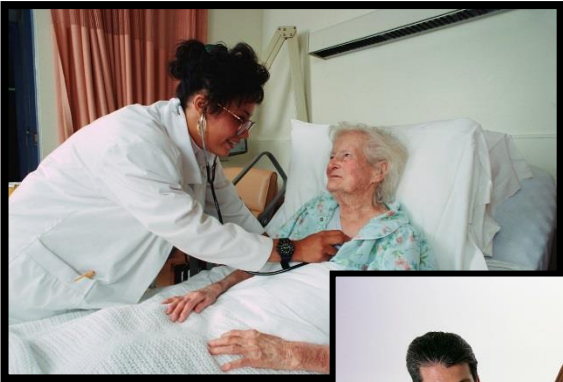
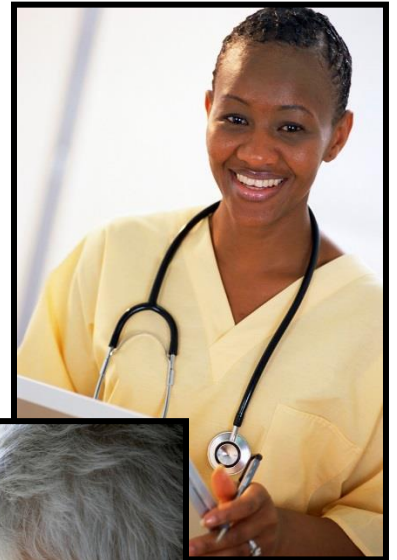
Tudor House



Annual Report

2019 / 2020

Selkirk, Manitoba





Tudor House

Annual Report 2019 / 2020

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)	2016-17	2017-18	2018-19	2019-20
REVENUE				
Winnipeg Regional Health Authority	\$3,888,043	\$3,962,346	\$3,862,667	\$3,787,454
Aboriginal Affairs & Northern Dev.	\$17,640			
Private Funding (Residents)	\$1,419,195	\$1,463,209	\$1,542,568	\$1,650,760
Other	\$34,890	\$44,410	\$54,309	\$85,137
Amortization of deferred Contrib.	\$3,483	\$5,921	\$4,145	\$2,901
Total Annual Revenue	\$5,363,251	\$5,475,886	\$5,463,689	\$5,526,252
EXPENSES				
Administrative	\$475,596	\$436,416	\$434,821	\$394,224
COVID-19				\$29,657
Dietary	\$544,458	\$550,018	\$576,187	\$568,870
Housekeeping	\$204,721	\$193,667	\$193,686	\$201,069
In-service education	\$50,563	\$43,254	\$40,468	\$45,010
Laundry & Linen	\$107,072	\$103,781	\$103,205	\$101,784
Nursing	\$3,263,481	\$3,268,821	\$3,295,658	\$3,215,382
Occupational Therapy	\$47,809	\$50,045	\$49,914	\$52,385
Plant Maintenance & Operations	\$714,844	\$648,667	\$711,066	\$690,462
Recreation	\$117,260	\$118,063	\$121,063	\$120,701
Social Work				
Total Annual Expenses	\$5,525,804	\$5,412,732	\$5,526,068	\$5,419,544
Retained Earnings (Deficit)	(\$89,267)	(\$26,113)	(\$88,492)	(\$54,179)

Leadership Accountability	2016	2017	2018	2019
CEO/DOC Compensation @ Dec.31	\$83,403	83,779	\$75,462	\$69,447
CEO/DOC Travel & Expenses	\$0.00	\$0.00	\$0.00	\$0.00

Utilization Statistics:

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

Statistic	2016-17	2017-18	2018-19	2019-20
Occupancy Rate	99.22%	99.29%	99.54%	99.43%
# of Regular Admissions	33	23	27	30
# of Interim Admissions	0	1	0	2
# of Discharges to Community	0	0	1	0
# of Transfers to other PCH	2	1	2	3
# of Discharges to Hospital	0	1	0	0
# of MAID	0	0	0	1
# of COVID-19 Deaths	N/A	N/A	N/A	0
# of Deaths (Total)	32	23	23	28
Male Residents	24	21	21	20
Female Residents	51	53	55	56
Aged (over 65)	74	73	76	74

Average Age	85.87yrs	85.91yrs	84.05 yrs	82 yrs
Average Length of Stay	2.84 yrs	2.99 yrs	2.93 yrs	2.86 yrs
Statistic	2016-17	2017-18	2018-19	2019-20
Mobility (<i>Wheelchairs & Walkers</i>)	72	72	72	65
Developmentally Delayed	2	2	1	1
Psychiatrically Disabled	7	8	10	25
Continuous Oxygen (O2)	3	3	3-5	3
# of Hospital Admissions	14	9	15	30
# of ER Visits	31	33	16	15
IERHA Drug Budget Allowance	\$142,726	\$142,726	\$142,726	\$142,726
Over Budget or Under Budget	-\$51,922	-\$42,934	-\$47,047	-\$47,806.18
Levels of Care				
Level 2	17	19	19	17
Level 3	49	47	36	42
Level 4 & Chronic Care	9	8	20	17
Total Residents	75	74	75	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	2016-17 hrs	PH/RD	2017-18 hrs	PH/RD	2018-19 hrs	PH/RD	2019-20 hrs	PH/RD
RN/RPN hrs	14,701	40.28	14,397	39.44	14,471	39.65	13,952	38.23
LPN hrs	15,355	42.07	15,354	42.07	15,098	41.36	15,328	41.99
HCA hrs	71,222	195.13	70,200	192.33	71,206	191.52	74,487	204.07

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

	2016-17	Staffing Ratio	2017-18	Staffing Ratio	2018-19	Staffing Ratio	2019-20	Staffing Ratio
Days	1 SNM, 2RN, 3 LPN, 10HCA	1 : 4.75	3 RN, 3 LPN, 10HCA	1 : 4.75	3RN 3LPN, 10HCA	1 : 4.75	3RN 3LPN, 10H CA	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	2016	2017	2018	2019
Administration	451hrs	1,226 hrs	205 hrs	361 hrs
Nursing – Professional	857 hrs	1,348 hrs	1,052 hrs	960 hrs
Nursing – HCA	2,132 hrs	2,590 hrs	2,402 hrs	2,521 hrs
Recreation	85 hrs	23 hrs	78 hrs	197 hrs
Dietary	230 hrs	110 hrs	784 hrs	255 hrs
Housekeeping/Laundry	199 hrs	286 hrs	231 hrs	326 hrs
Maintenance	486 hrs	120 hrs	266 hrs	169 hrs
Total Sick/Absenteeism Hours	4,440 hrs	5,703 hrs	5,018 hrs	4,789 hrs

Paid Overtime Cost by Department	2016	2017	2018	2019
Administration	0	0	0	0
Nursing - Professional	\$12,179	\$10,443	\$11,371	\$4,286
Nursing - HCA	\$14,999	\$9,111	\$5,897	\$8,155
Recreation	0	0	0	\$135
Dietary	\$2,499	\$861	5,378	\$1,598
Housekeeping/Laundry	\$220	0	\$68	0
Maintenance (Banked Overtime not included)	0	0	\$761	\$765
Total Overtime Cost	\$29,897	\$20,415	\$23,475	\$14,939

WCB – Lost Time Incidents & Lost Hrs Rate	2016	2017	2018	2019
# of Workplace Accidents & Injuries Claims	10	15	5	7
Lost injury rates per 100 FTE Workers	4	3	4	8
Average Days Paid per FTE Worker	7	9.2	N/A	N/A
WCB Assessment Rate per \$100 payroll	\$1.23	\$1.19	\$1.01	\$0.98
New D & R Claims (Long Term Disability)	0	0	1	1

Employee Turnover/ Retirement Rate	2016	2017	2018	2019
# of New Hires	14	12	22	26
# of Employees Retired	4	1	4	2
# of Employees Resigned/Terminated	9	11	8	14

Staff Education

Staff Education	2016	2017	2018	2019
# of New Staff Orientated	16	12	13	14
# of In-services provided (in-house)	31	16	28	29
# of Volunteers Orientated	2	4	1	4
# Students Orientated	3	7	7	16

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	2016-17	2017-18	2018-19	2019-20
% of Falls Annual Average	14.9% <i>Annual average</i>	15% <i>Annual average</i>	15% <i>Annual Average</i>	14.04 % <i>Annual Average</i>
-Actual # of Falls per year – # of Fractures per year	194 Total Falls 5 Fractures	171 Total Falls 7 Fractures	131 Total Falls 5 Fractures	141 Total Falls 6 Fractures
% of Residents who are on Restraints (Positional, Chemical)	26.28 %	25.5%	17.1% All Positional	19.6 % All Positional
% of Residents with Stage 2-4 Pressure Ulcers	4.26 %	5.9%	7.9%	9.4 % (Stage 1-4 Pressure Ulcers)

Performance Indicator	2016-17	2017-18	2018-19	2019-20
# of Protection Persons in Care Office Reports	6 Reports	17 Reports	10 Reports	6 Reports
# of Occurrence Reports Monthly Average	36 per month	47 per month	28 per month	25.6 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	3.8 monthly Average	1.6 monthly Average	3.3 monthly Average	4 monthly Average
# of monthly Fire Drills held & Shift	12	12	11 5 D, 1 E, 5 N	9 5 D, 1 E, 3 N
# of Outbreaks	Respiratory 2 Enteric 0	Respiratory 2 Enteric 1	Respiratory 2 Enteric 0	Respiratory 0 Enteric 1
# of Residents with Infections per year (actual)	88 Total	109 Total	100 Total	91 Total
% of Residents with Health Care Associated Infections (HAI) per 1000 Residents Days	3.16% Annual Average	3.96% Annual Average	3.6% Annual Average	0.5 # of HAI/ # of resident days x 1000
% of Residents Immunized for Influenza Vaccine	77.5%	89%	86.8%	79 %
% of Staff Immunized for Influenza Vaccine	61%	32%	39%	53 %

Union/Employer Relations	2016-17	2017-18	2018-19	2019-20
# of MNU Grievances Local 117	3	0	0	1
# of IUOE Grievances Local 987	1	0	0	1 Unfair Labor *

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

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

Annual Report	2016-17	2017-18	2018-19	2019-20
# 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 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 upcoming operational years 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 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 were maintained and expanded upon in 2019-20.

Current Improvements:

- Staff room Internet WIFI installed in basement.
- 1 Watchnet CCTV DVR Recorder & 3 CCTV cameras upgraded.
- 1 Lenovo Think System Tower Server & Operating Software.
- 7 Lenovo ThinkCentre desktop computer workstations replaced (5 year plan)
- 3 Electric LTC hi-low beds & mattresses. (all 76 beds replaced)
- 2 Pressure Guard Convertible Air Therapy Mattress
- 16 High back armchairs for Maple & Poplar Lounges.
- 8 height adjustable Activity/ Dining Tables for Maple & Poplar Halls.
- Electrical installation of Guldman Ceiling Lift System (29 ceiling lifts approved by IERHA)

Future Planning:

- Fire Sprinkler System Upgrade (**REQUIRED - Compliancy Deadline of 2024**)
- 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
- Point Click Care EHR system

- New Staff Payroll, Scheduling & Management Software & Facial Recognition Time Terminal.
- Grounds beautification.
- 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.

Respectfully Submitted by

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