



Tudor House

Personal Care Home

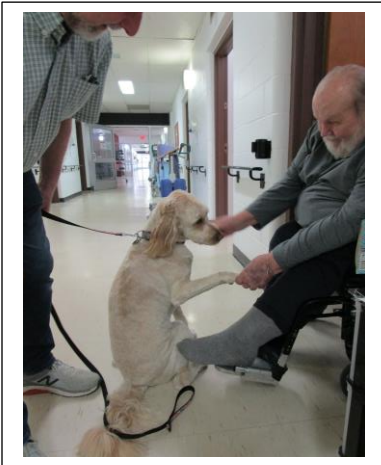


“Accredited 2023-2027 by Accreditation Canada”

Annual Report 2023/2024 Selkirk Manitoba



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Annual Report 2023-2024

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

Tudor House strives to maintain very high standards, designed to ensure our residents benefit from individualized care provided in a courteous and friendly manner in a home-like atmosphere. Our caring staff promote the residents’ strengths and consistently seek to improve quality of life. The facility consists of 46 private rooms, 13 semi-private rooms and 1-4 bed dorm all on one level divided by our three units Maple, Oak and Poplar. We offer specialized training to our staff to ensure we meet the care needs of our residents.

The following Service Components are provided on site:

- Medical Advisors & Services (*weekly visits by Dr. Woods/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*)
- Infection Control Support Associate (ICSA) (*32 hours bi-weekly*)
- Social Work Professional (*56 hours bi-weekly*)
- Rehabilitation Services (*Fulltime Rehab. Aide*)
- Pharmacy Services (*MediSystem Pharmacy*)
- Podiatrist Services (*Foot Care for Seniors Inc.*)
- Hairstylist Services (*Provincially Licensed Hairstylist*)
- In-service & Staff Education Services (*Part Time*)
- Pastoral Care (*Selkirk & District Ministerial Assoc. & Catholic Pastors*)
- Consultant Dietitian 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
- Speech Language Pathologist (by referral)
- Spiritual Care Support
- MHSE- Mental Health Services for the Elderly (by referral)
- Wound Care Nurse Specialist (by referral)

Funding: Annual Financial Report Summary (March 31 Year End)
(BDO Canada LLP Independent Auditors)

(Re: Audited F/S Reports)	2020-21	2021-22	2022-23	2023-24
REVENUE				
Winnipeg Regional Health Authority	\$4,326,493	\$ 5,144,339	\$ 5,025,592	\$ 5,246,643
Aboriginal Affairs & Northern Dev.				
Private Funding (Residents)	\$1,613,592	\$1,637,552	\$ 1,626,928	\$ 1,692,525
Other	\$120,518	\$205,578	\$ 109,455	\$ 93,170
Amortization of deferred Contrib.	\$2,031	\$1,422	\$ 995	\$ 697
Total Annual Revenue	\$6,062,634	\$ 6,988,891	\$ 6,762,970	\$ 7,033,035
EXPENSES				
Administrative	\$396,020	\$469,827	\$584,254	\$551,125
COVID-19 General	\$439,880	\$651,777	\$506,607	\$11,023
Visitation Shelter	\$42,286	\$131,131	\$26,681	\$383
Dietary	\$593,764	\$645,278	\$645,778	\$692,433
Housekeeping	\$222,829	\$239,435	\$241,011	\$349,548
In-service Education	\$45,730	\$52,774	\$50,942	\$55,051
Laundry & Linen	\$98,354	\$98,392	\$75,071	\$82,088
Nursing	\$3,330,395	\$3,774,756	\$3,682,399	\$4,238,187
Occupational Therapy	\$51,588	\$58,708	\$56,658	\$61,192
Plant Maintenance & Operations	\$608,497	\$615,029	\$644,507	\$638,276
Recreation	\$145,520	\$139,371	\$132,927	\$173,752
Safety, Security, Major Repairs etc.	\$103,044	\$58,863	\$98,632	\$85,009
Social Worker	0	0	0	\$ 42,520
TOTAL EXPENSES	\$6,077,908	\$6,935,342	\$6,745,466	\$6,938,068
Retained Earnings (Deficit) end of yr	-\$ 69,527	-\$ 20,758	-\$ 19,756	\$ 18,652

Leadership Accountability	2020	2021	2022	2023
CEO/Admin/DOC Compensation @ Dec.31	90,732	\$100,026.25	N/A	N/A
Extencicare Management Contract	N/A	\$9040.00	\$58,093.10	N/A
DOC Compensation @ Dec 31	N/A	N/A	\$92,062.18	112,561.28
Administrator Compensation @ Dec 31	N/A	N/A	\$61,321.69	113,301.20

Manitoba Government Funding	2020-21	2021-22	2022-23	2023-24
Resident Per diem (Final)	186.94	\$192.31	\$196.63	\$208.41
Annual Supply & Utilities Increases*	\$0.00	\$0.00	\$1.87	\$0.87

** 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	2020-21	2021-22	2022-23	2023-24
Occupancy Rate (Clawback < 97%)	99.15%	98.9	98.9	99.10
# of Resident Days (27,740 days)	27,503	27338	27464	27646
# of Lost Bed Days	237	126	276	170
# of Regular Admissions	24	30	31	27
# of Interim Admissions	3	13	10	15

# of Discharges to Community	2	0	0	0
# of Transfers to other PCH	4	7	8	5
# of Discharges to Hospital	1	0	0	2
# of MAID	0	0	0	0
# of COVID-19 Deaths	0	0	0	0
# of Deaths (Total)	18	24	30	21
Male Residents	20	20	20	21
Female Residents	56	55	55	54
Aged (over 65)	73	75	74	74
Statistic	2020-21	2021-22	2022-23	2023-24
Average Age	83yrs	N/A	N/A	84 yrs
Average Length of Stay	2.8 yrs	N/A	N/A	1.5 yrs
Mobility (<i>Wheelchairs & Walkers</i>)	53	N/A	N/A	N/A
# of Hospital Admissions	10	0	0	2
# of ER Visits	11	13	14	13
IERHA Drug Budget Allowance	142,7286	N/A	N/A	N/A
<i>Over Budget or Under Budget</i>	48,730	N/A	N/A	N/A
Dependency Levels				
Level 1	0	0	0	0
Level 2	11	15	21	11
Level 3	45	33	24	30
Level 4	24	25	30	34
Total Residents	75	75	75	75

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

Manitoba Health – Phase 2 Stevenson implementation REQUIRED 3.8 HPRD NURSING STAFFING:

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

(RN = 36.10 hrs per day, LPN = 50.54 hrs per day, HCA= 202.16 hrs per day)

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

Staffing	2020-21 hrs	PH/RD	2021--22	PH/RD	2022-23 hrs	PH/RD	2023-24	PH/RD
RN/RPN hrs	14,242	39.02	12,828	35.14	11814	35.14	13729	37.61
LPN hrs	16,933	46.39	16964	46.76	16341	44.77	14918	40.87
HCA hrs	69,969	191.70	74451	203.97	79664	218.28	74705	204.67

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

	2020-21	Staffing Ratio	2021-22	Staffing Ratio	2022-23	Staffing Ratio	2023-24	Staffing Ratio
Days	3 RN, 3 LPN, 10HCA	1 : 4.75	2 RN 3 LPN 9.5 HCA	1:5.24	3 RN 3 LPN 10 HCA	1:4.75	3 RN 3 LPN 10.5HCA	1:4.60
Evenings	1 RN,2 LPN, 8 HCA	1 : 6.91	1 RN 2 LPN 8.5 HCA	1:6.60	1 RN 2 LPN 8 HCA	1:6.9	1RN 3 LPN 9.5HCA	1:5.63
Nights	1 RN, 4 HCA	1 : 15.2	1RN, 4HCA	1:15.2	1 RN 5HCA	1:12.6	1 RN, 5 HCA	1:12.6

Human Resources Statistics (Calendar Year)

Paid Sick Hours by Department	2020	2021	2022	2023
Administration	724 hrs	252	717	457
Nursing – Professional	1421 hrs	1198	1152	1170
Nursing – HCA	4086 hrs	4012	5480	3026
Recreation	575 hrs	411	421	158
Dietary	123hrs	360	332	134
Housekeeping/Laundry	542 hrs	484	1214	264
Maintenance	290 hrs	896	70	264
Total Sick/Absenteeism Hours	7783 hrs			

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

Paid Overtime Cost by Department	2020	2021	2022	2023
Administration	\$4,983	21,429	24,407	8,948
Nursing - Professional	\$24,567	195,190	245,442	101,689
Nursing - HCA	\$30,275	103,606	132,991	75,791
Recreation	\$1,954	10,873	4871	64
Dietary	\$5,823	6,250	14401	6946
Housekeeping/Laundry	\$43	7	840	1134,
Maintenance (Banked Overtime not included)	\$3,391	926	848	670
Total Overtime Cost	\$71,036	288,281	423,800	195,242

Mandated Overtime Hours by Department	2020	2021	2022	2023
Administration	0	0	3	0
Nursing – Professional (MNU)	241.4 hrs	378	227	24
Nursing – HCA (OEM)	84.75 hrs	184	212	128
Recreation (OEM)	8.5 hrs	11	0	0
Dietary (OEM)	0	4	28	0
Housekeeping/Laundry (OEM)	0	0	0	0
Maintenance (OEM)	0	0	0	0
Total Mandated Hours	334.6 hrs	580	467	152

WCB – Lost Time Incidents & Lost Hrs Rate	2020	2021	2022	2023
# of Workplace Accidents & Injuries Claims	8	13	15	2
Lost injury rates per 100 FTE Workers	40	16	65	4
Average Days Paid per FTE Worker	N/A			
WCB Assessment Rate per \$100 payroll	\$0.98	0.98	0.98	1.18
New D & R Claims (Long Term Disability)	0			

Employee Turnover/ Retirement Rate	2020	2021	2022	2023
# of New Hires	34	27	31	24
# of Employees Retired	2	3	3	1
# of Employees Resigned/Terminated	16	3	27	5
# of Employees working less than 2 years	34	47	48	40
# of Employees workin 2 – 5 years	32	25	33	27
# of Employees working 5 – 10 years	25	21	21	20
# of Employees working over 10 years	40	36	37	35

Staff Education

Staff Education	2020	2021	2022	2023
# of New Staff Orientated	15	10	22	34
# of In-services provided (in-house)	18	8	12	21
# of Volunteers Orientated	0	2	1	5
# Students Orientated	1	0	1	1
# of Code Red Drills	5	9	7	8
# of Code Blue Drills	0	1	0	0
# of Code White Drills	1	2	0	0
# of Code Green Drills	0	1	1	1

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 quarterly reports.

Performance Indicator	2020-21	2021-22	2022-23	2023-24
% of Falls Annual Average	12.17 % Annual Average	9.49% Annual Average	11.6% Annual Average	13.15 % annual average*
-Actual # of Falls per year – # of Fractures per year	136 Total Falls 3 Fractures	124 Total Falls 3 Major (3 Fractures)	171 Total falls 5 Major (3 Fractures)	165 Total Falls 2 Major (2 Fractures)
% of Residents who are on Restraints (Positional, Chemical)	28% Positional 1% Physical 1% Chemical	30% positional 4% Physical 3% Chemical 0% Enviro	18% positional 10% Physical 3% Chemical 0% Enviro	18% positional 8% Physical 0.6% Chemical 0% Enviro
% of Residents with Stage 2-4 Pressure Ulcers *are not removed once staged until resident is discharged*	10.74% annual average	10% (stage 1-4)	20% (stage 1-4)	28% (stage1-4)

Performance Indicator	2020-21	2021-22	2022-23	2023-24
# of Protection Persons in Care Office Reports	3Reports	8	21	9
# Manitoba Ombudsman Complaint Reports	1	0	0	0
# of Occurrence Reports Monthly Average	23.16 per month	19.75 per month	24.83 per month	25.24 per month
# of Critical Incidents (Resident Sentinel Event)	0	0	0	0
# of Critical Occurrences (Staff/Facility Sentinel Event)	1	0	0	0
# of Comment/Concern Reports	11.5 monthly Average	3.83 average per month	1.67 average per month	3.33 average per month
# of Outbreaks	Covid19 1 Enteric 0	Covid 19 - 1	Covid19 -2 Covid19+Influenza 1	Covid 19 - 1

Performance Indicator	2020-21	2021-22	2022-23	2023-24
# of Residents with Infections per year (actual)	50 Total	N/A	71	56
% of Residents with Health Care Associated Infections (HAI) per 1000 Residents Days	1.89% Annual Average	3.2% Annual Average	3% Annual Average	2.375% Annual Average
% of Residents Immunized for Influenza Vaccine	80%	76%	80%	82%
% of Staff Immunized for Influenza Vaccine	58%	N/A	N/A	15%
# of Residents with positive Covid-19	0	42%	43%	29%
# of Residents Immunized for COVID-19	89%	63%	71%	68%
# of Staff Immunized for COVID-19	N/A	N/A	N/A	56
Union/Employer Relations	2020-21	2021-22	2022-23	2023-24
# of MNU Grievances Local 117	1	0	0	0
# of IUOE Grievances Local 987	0	0	0	2

*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	2020-21	2021-22	2022-23	2023-24
# 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:

8th Accreditation Canada 2023 Survey

In 2023 Tudor House Amalgamated with the IERHA for Accreditation Canada's survey in which resulted in being Accredited for 2023-2027. Opportunities for improvement were combined with the IERHA and the final report is posted on the IERHA website.

Manitoba Health PCH Unannounced Standards Visit 2023 & 2024

Tudor House had a Manitoba Health an unannounced Standards Review conducted on Aug. 24, 2023, 5 measure required follow up, evidence of meeting the measure was sent December 6, 2023, no further follow up was request. February 21, 2024, we had another unannounced Standards review. No follow up was required. Reports are attached.



Tudor UR Report
Feb 2024.docx



Tudor House UR
Report Aug 2023.do

Strategic & Operational Plans

Tudor House's Strategic and Operational Plan 2018 and beyond was followed during 2023-24 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 2024-2025.

Community Partners Outreach: Tudor House Personal Care Home has collaborated with both community and outside organizations to offer supports and services to our residents, families, community and surrounding areas. Our social work department has facilitated programs under the Alzheimer's Society that include ongoing Care Partner and Ambiguous Loss support groups and the introduction of a Bereavement Support Group this coming January 2025. In collaboration with Tudor House, the Alzheimer's Society has presented Understanding Dementia in Long Term Care, an educational session for families and the public. Additionally, social work has developed partnership with a community thrift store, to provide clothing for residents who are clothing insecure. Recently, relationships with professional health care services have been fostered to provide optical and dental services to residents on site.

Capital Planning:

The continued minor & major improvements to the physical building, equipment and operational practices were maintained and expanded upon in 2023-24

Current Improvements:

- New windows installed in the dorm and one other room, this is a 5-year project with a goal to have all windows replaced in resident rooms and common areas to follow.
- New Nurse Call Bell System was installed and up and running in December 2023
- Cement in front entrance was lifted and repaired.
- Sink replacement project in resident washrooms was completed.
- Under the building plumbing was replaced on Poplar South, this project is ongoing with completion scheduled in 2025.
- 20 Sets of curtains and rods were purchased and installed this is a 5-year project to replace all curtains and rods.
- Unit hallways were painted

- Two hooyer lifts were purchased
- Two laptops were purchased
- 2 sit to stand lifts were purchased
- Heat exchange for rooftop unit was replaced
- 20 Mattresses were purchased with a total of 46 purchased since 2022, this project is scheduled for completion in 2026. (80 Total)
- Payworks was implemented and went live December 2022

Future Planning:

- Fire Sprinkler System Upgrade (**REQUIRED - Compliancy Deadline January 1, 2026**)
- Flat Roof Repair/Replacement.
- Flooring Replacement.
- Windows Replacement – Ongoing
- 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
- Point Click Care EHR system
- Grounds beautification.
- Parking Lot Repaving.
- Extension of the Parking Lot & Plug-ins for additional staff parking.
- Completion of the “Alzheimer Courtyard Project” for South Courtyard through donations.
- Respite Room

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. IERHA continues to provide remote access to Elsevier a best practice resource for Nurses .

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.

Our Major Care Challenge & Initiative for 2023 & Beyond:

We have faced recruitment challenges of nurses and staying within our funding model. We have had to convert LPN hours to RN hours to fill positions. This causes a financial discrepancy to salaries paid vs funding received from WRHA. This is not unique to Tudor House and many like facilities.

Another challenge we face due to our demographics of residents with complex care needs, is the increase in falls. We are diligently working on strategies to prevent and decrease falls resulting in injuries. Falls are tracked, analyzed with recommendations quarterly as evidenced by our continuous quality improvement reports.

The installation of a sprinkler system being mandatory by January 1, 2026, is an ongoing concern. We are working with support from the Long-Term Care Association of Manitoba to advocate for funding of this project as it was stated by previous government that they would fund this project in all Personal Care Homes in Manitoba to ensure persons living in Personal Care Homes would be safe.

Construction has begun on the Alzheimer Memory Garden with the paths and fence being completed in the fall of 2024, with ongoing fundraising we will continue with perianal beds, benches and surveillance cameras being added in 2025.

Respectfully Submitted by

Cathy Powell
Administrator
Tudor House PCH