

Radiant Care - Finance 101

Campuses of Care Model

Long-Term
Care



Housing



Program

Other

Performance
Metrics



Revenue Source - MOLTC

Four Main Envelopes &
Supplemental Ministry
Funding

Key Priority
- Expense Management



Envelope
#1

Envelope
#2



Envelope
#3

Envelope
#4

Supplemental
Funding

Envelope #1 - Nursing and Personal Care

Restricted Envelope

- if unspent, return to Ministry

Revenue

- Long-Stay Beds - \$103.80 per resident per day
- Convalescent Beds - \$159.19 per resident per day
- Rev PRD determined by Level of Care Funding, expressed as a Case Mix Index, (CMI)

Eligible Expenses

- RN, RPN, PSW, Nursing Administration Wages
- Medical Supplies
- Medical Director
- Incontinence Products
- Medical Equipment
- Training for Eligible Staff



Revenue Source - MOLTC

Four Main Envelopes &
Supplemental Ministry
Funding

Key Priority
- Expense Management



Envelope
#1

Envelope
#2



Envelope
#3

Envelope
#4

Supplemental
Funding

Envelope # 2 - Program and Support Services

Restricted Envelope

- if unspent, return to Ministry

Revenue

- Long-Stay Beds - \$12.48 per resident per day
- Convalescent Care Beds - \$48.48 per resident per day
- Rev PRD determined by Level of Care Funding, (CMI)

Eligible Expenses

- Therapeutic Recreation Supervisor and Staff
- Chaplain (proportional)
- Social Work, Physiotherapy
- Volunteer Coordinator
- Admission Coordinator (proportional)
- Entertainers, Supplies, Assistive Feeding Devices
- Snacks for Special Events



Revenue Source - MOLTC

Four Main Envelopes &
Supplemental Ministry
Funding

Key Priority
- Expense Management



Envelope
#1

Envelope
#2



Envelope
#3

Envelope
#4

Supplemental
Funding

Envelope #3 - Raw Food

Restricted Envelope

- if unspent, return to Ministry

Revenue

- \$12.07 per resident per day
- Rev PRD set by Ministry, not CMI sensitive

Eligible Expenses

- raw food materials, beverages, supplements and food for holidays
- thickeners used for medication administration
- Birthday cakes and other snacks

Revenue Source - MOLTC

Four Main Envelopes &
Supplemental Ministry
Funding

Key Priority
- Expense Management



Envelope
#1

Envelope
#2



Envelope
#3

Envelope
#4

Supplemental
Funding

Envelope #4 - Other Accommodation

Unrestricted Envelope

- Here is where surplus/profit, (NFP/FP), can be generated, based on how well expenses are managed.

Revenue

- Long-Stay Beds - \$57.28 per resident per day
- Convalescent Beds - \$64.17 per resident per day
- Monthly Resident Copayment (Basic and Private)

Eligible Expenses

- Labour for Dietary, Housekeeping, Laundry, Maintenance and Administration
- Equipment, training, service contracts, offices supplies, furniture, linen, legal fees, etc.



Revenue Source - MOLTC

Four Main Envelopes &
Supplemental Ministry
Funding

Key Priority
- Expense Management



Envelope
#1

Envelope
#2



Envelope
#3

Envelope
#4

Supplemental
Funding

Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
- Funding for many of these pots is restricted in that if we do not use it, we will be directed to return it through the Ministry's reconciliation process.
- Director of Finance - Eileen ----->

Physiotherapy

Quality

Construction

Global

Minor Capital

Professional Growth

Equalization

IPAC Person

IPAC Training



Construction Funding Subsidy

- \$18.57 per resident per day for 25 years
- \$18.1 Million
- applies to Tabor Manor LTC only

- \$56.28 per resident per day for 25 years
- \$82.1 Million
- will apply to Pleasant Manor LTC when complete

- restriction does not apply



Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
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- Director of Finance - Eileen ----->

Physiotherapy

Quality

Construction

Global

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IPAC Person

IPAC Training



Quality Attainment Premium

- \$.37 per resident per day
- Pleasant Manor
 - 41 beds (\$5,500 per year)
 - 160 beds (\$21,600 per year)
- Tabor Manor
 - 128 beds (\$17,200 per year)
- Achieved through demonstration of formal accreditation.
- clawed back if not accredited



Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
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- Director of Finance - Eileen ----->

Physiotherapy

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Construction

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IPAC Person

IPAC Training



Global Level of Care

- \$7.53 per resident per day with following split
 - \$2.41 prd to Other Accommodation
 - \$5.12 prd to Nursing and Personal Care
- Pleasant Manor
 - \$112K per year on 41 beds
 - \$440K per year on 160 beds
- Tabor Manor
 - \$351K per year on 128 beds
- Restriction applies



Supplemental Funding Pots

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- Director of Finance - Eileen ----->

Physiotherapy

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Construction

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IPAC Training



Minor Capital

- April 1, 2023 to March 31, 2024
 - Pleasant Manor - \$104,956
 - Tabor Manor - \$90,340
- Home revenue a function of "per bed" and age of home, with recognition and premium per bed for older homes, (Tabor Manor - new home, Pleasant Manor - old home)
- Restriction applies
 - unspent funding to be returned.

Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
- Funding for many of these pots is restricted in that if we do not use it, we will be directed to return it through the Ministry's reconciliation process.
- Director of Finance - Eileen ----->

Physiotherapy

Quality

Construction

Global

Minor Capital

Professional Growth

Equalization

IPAC Person

IPAC Training



Supporting Professional Growth

learning
is FUN!

- \$11.07 per resident per month
- Pleasant Manor
 - \$5.5K per year on 41 beds
 - \$21K per year on 160 beds
- Tabor Manor
 - \$17K per year on 128 beds
- Restriction applies

Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
- Funding for many of these pots is restricted in that if we do not use it, we will be directed to return it through the Ministry's reconciliation process.
- Director of Finance - Eileen ----->

Physiotherapy

Quality

Construction

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Minor Capital

Professional Growth

Equalization

IPAC Person

IPAC Training



Equalization Adjustment - Pay Equity

- \$3.25 per resident per day with following split
 - \$2.29 prd to Nursing and Personal Care
 - \$.13 prd to Program and Support Services
 - \$.83 prd to Other Accommodation
- Pleasant Manor
 - \$49K on 41 beds
 - \$190K on 160 beds
- Tabor Manor
 - \$152K on 128 beds
- Restriction applies



Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
- Funding for many of these pots is restricted in that if we do not use it, we will be directed to return it through the Ministry's reconciliation process.
- Director of Finance - Eileen ----->

Physiotherapy

Quality

Construction

Global

Minor Capital

Professional Growth

Equalization

IPAC Person

IPAC Training



Infection Prevention and Control Staffing

- \$20.85 per resident per month
- Pleasant Manor
 - \$10K on 41 beds
 - \$40K on 160 beds
- Tabor Manor
 - \$32K on 128 beds
- Restriction applies

Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
- Funding for many of these pots is restricted in that if we do not use it, we will be directed to return it through the Ministry's reconciliation process.
- Director of Finance - Eileen ----->

Physiotherapy

Quality

Construction

Global

Minor Capital

Professional Growth

Equalization

IPAC Person

IPAC Training



Infection Prevention and Control Training and Education

- \$27.80 per resident per month
- Pleasant Manor
 - \$14K on 41 beds
 - \$53K on 160 beds
- Tabor Manor
 - \$43K on 128 beds
- Restriction applies



Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
- Funding for many of these pots is restricted in that if we do not use it, we will be directed to return it through the Ministry's reconciliation process.
- Director of Finance - Eileen ----->

Physiotherapy

Quality

Construction

Global

Minor Capital

Professional Growth

Equalization

IPAC Person

IPAC Training



Physiotherapy

- \$2.35 per resident per day
- included in PSS Envelope

- Pleasant Manor
 - \$24,900K on 29 beds
 - 12 convalescent care beds receive separate PT funding
 - \$137,200K on 160 beds

- Tabor Manor
 - \$109,800K on 128 beds

- Restriction applies

Supplemental Funding Pots

- Additional revenue to what is received in the four aforementioned envelopes.
- Funding for many of these pots is restricted in that if we do not use it, we will be directed to return it through the Ministry's reconciliation process.
- Director of Finance - Eileen ----->

Physiotherapy

Quality

Construction

Global

Minor Capital

Professional Growth

Equalization

IPAC Person

IPAC Training



Revenue Source - MOLTC

Four Main Envelopes &
Supplemental Ministry
Funding

Key Priority
- Expense Management



Envelope
#1

Envelope
#2



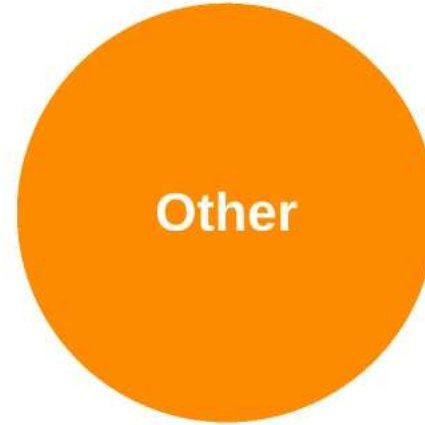
Envelope
#3

Envelope
#4

Supplemental
Funding

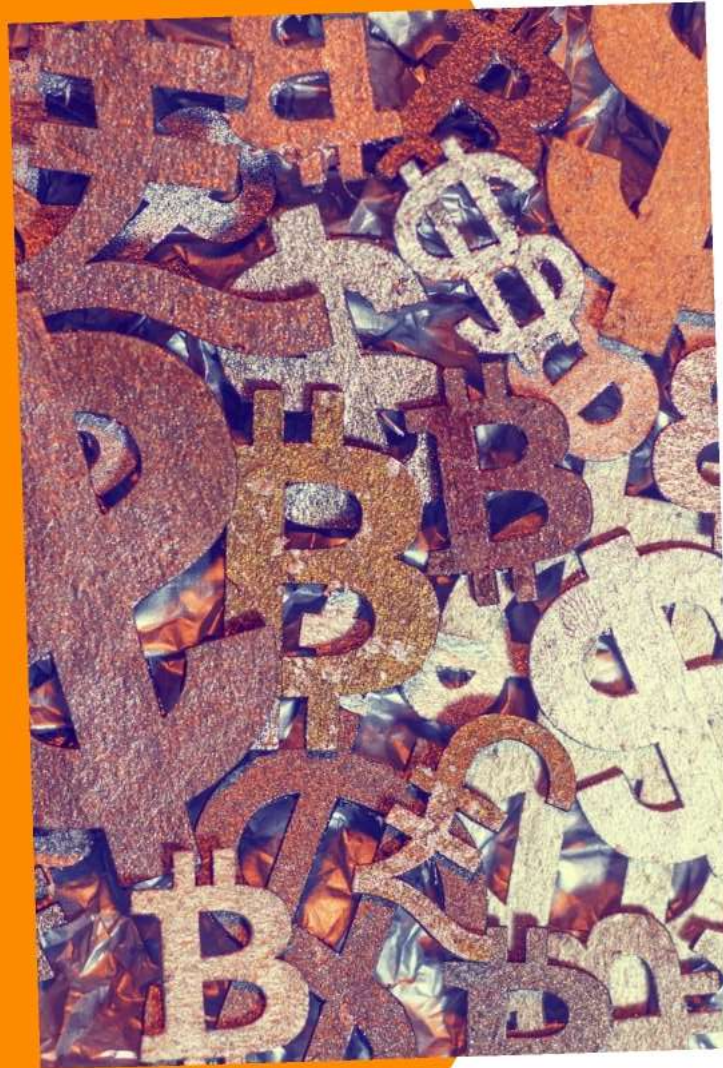
Radiant Care - Finance 101

Campuses of Care Model



Revenue Source -
Rental Housing and Life
Lease Units

Key Priority
- Revenue Management



Rental
Housing

Life Lease
Units

Revenue

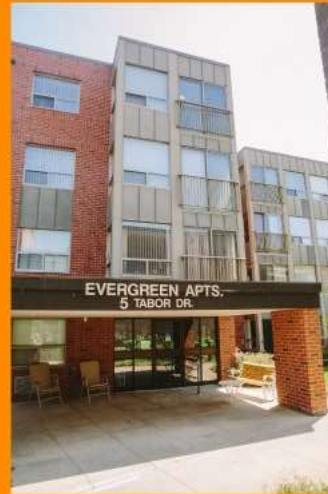
- Monthly Rents

Typical Expenses

- Program and Support Services
- Utilities
- Purchased Services
- Building and Property
- Property Taxes
- General Administration

Typical Transfers

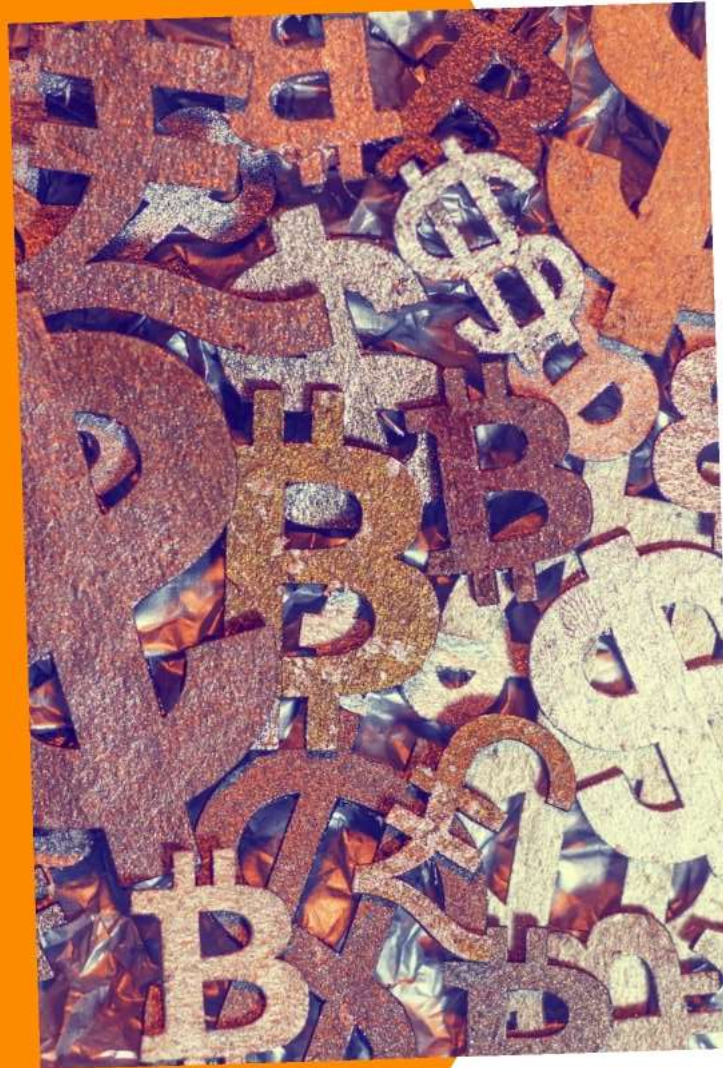
- Promissory Note Interest
- Loan Transfers
- Capital Reserves
- Amortization



**GREAT
APARTMENT
GREAT
LIFE**

Revenue Source -
Rental Housing and Life
Lease Units

Key Priority
- Revenue Management



Rental
Housing

Life Lease
Units

Revenue

- Retention Fees Upon Turnover (3% - 15%)
- Monthly Common Fees (\$825 per month)

Typical Expenses

- Program and Support Services
- Utilities
- Purchased Services
- Building and Property
- Property Taxes
- General Administration

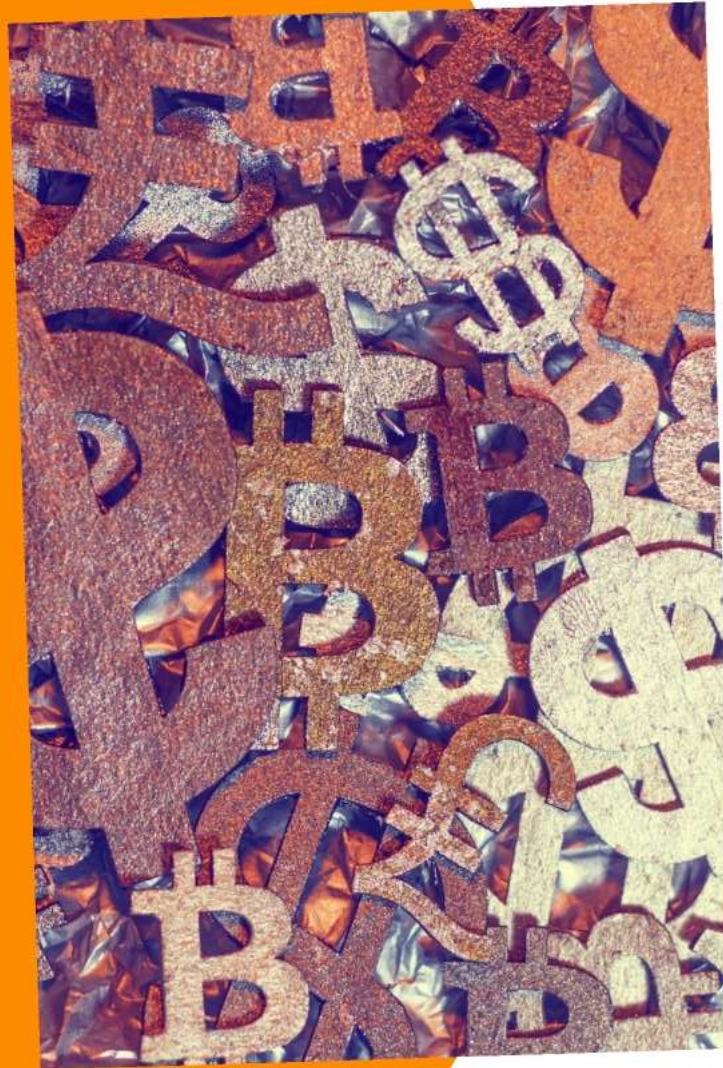
Typical Transfers

- Promissory Note Interest
- Loan Transfers
- Capital Reserves
- Amortization



Revenue Source -
Rental Housing and Life
Lease Units

Key Priority
- Revenue Management



Rental
Housing

Life Lease
Units

Radiant Care - Finance 101

Campuses of Care Model

Long-Term
Care



Housing



Program

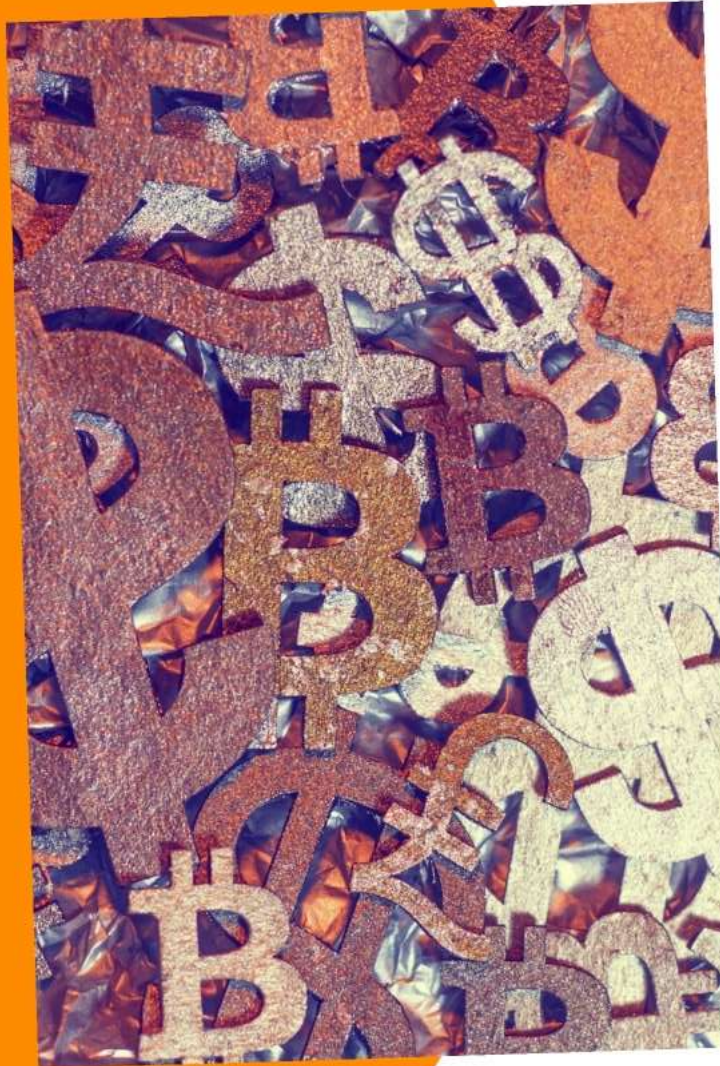
Other

Performance
Metrics



Revenue Source - MOH - Ontario Health West

Community Support
Services



Supportive
Housing

Exercise
and Falls
Prevention

Revenue

- Annual Funding from Ministry of Health, through Ontario Health West
 - Pleasant Manor - \$30,000
 - Tabor Manor - \$30,500

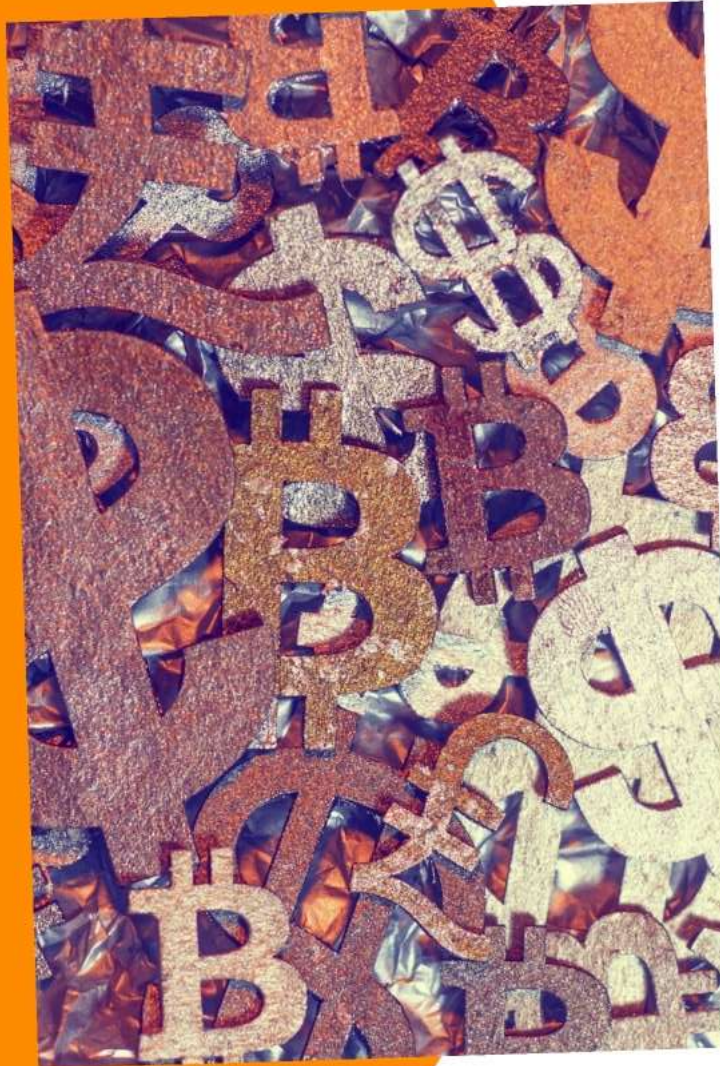
Restricted Funding

- if unspent, return to Ministry



Revenue Source - MOH - Ontario Health West

Community Support
Services



Supportive
Housing

Exercise
and Falls
Prevention

Revenue

- Annual Funding from Ministry of Health
- Pleasant Manor - \$1.3 Million
- Tabor Manor - \$800K

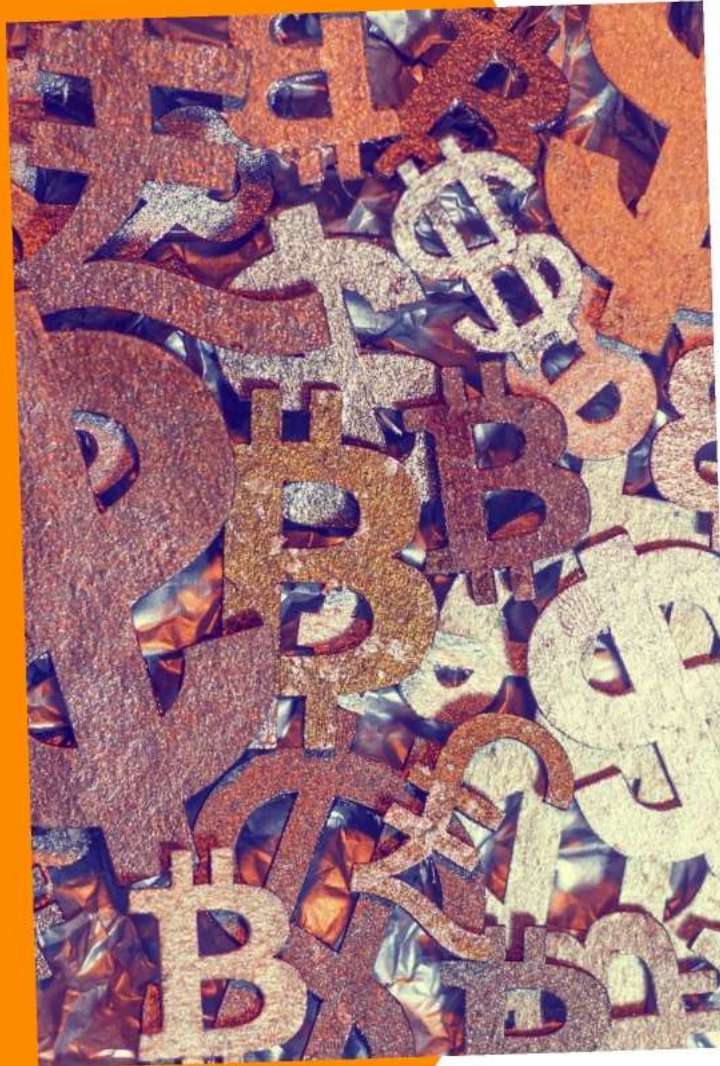
Restricted Funding

- if unspent, return to Ministry



Revenue Source - MOH - Ontario Health West

Community Support
Services

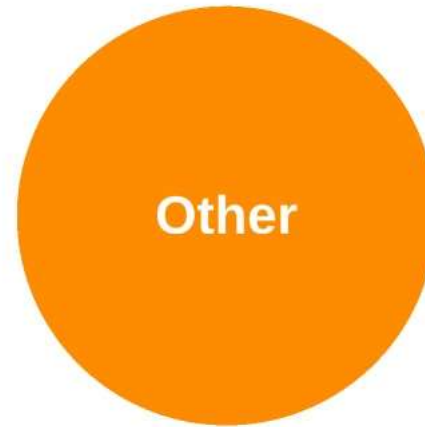


Supportive
Housing

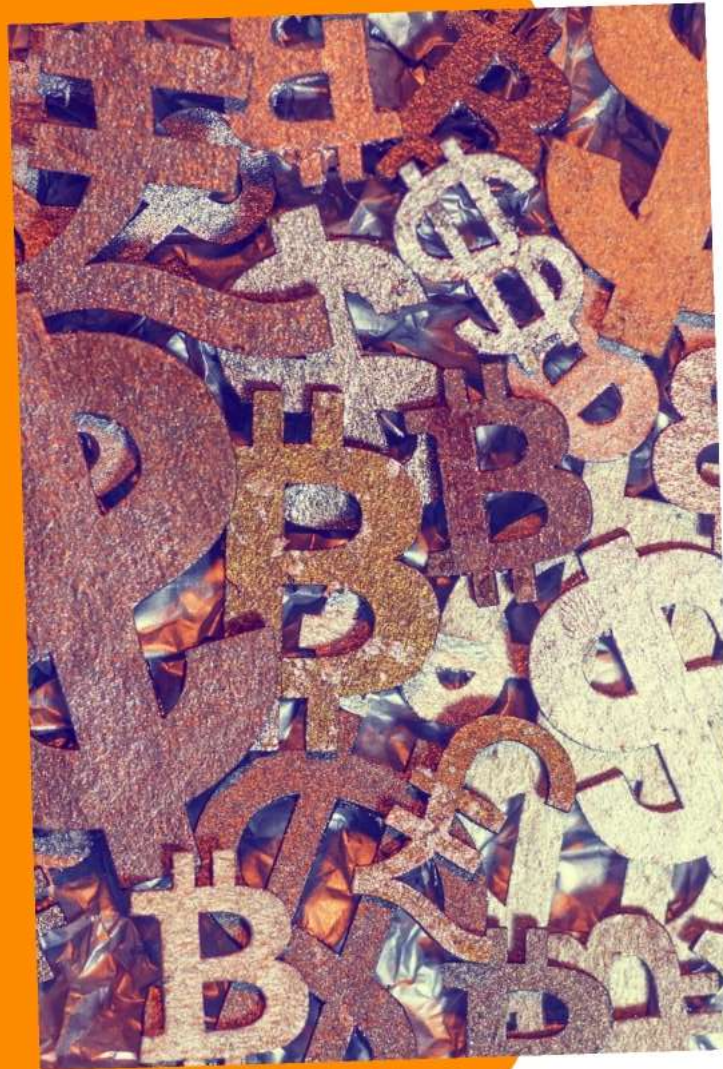
Exercise
and Falls
Prevention

Radiant Care - Finance 101

Campuses of Care Model



Revenue Source - Facility/Amenity Rentals



Hospitality
Suites

Meeting
Rooms

Number of Units

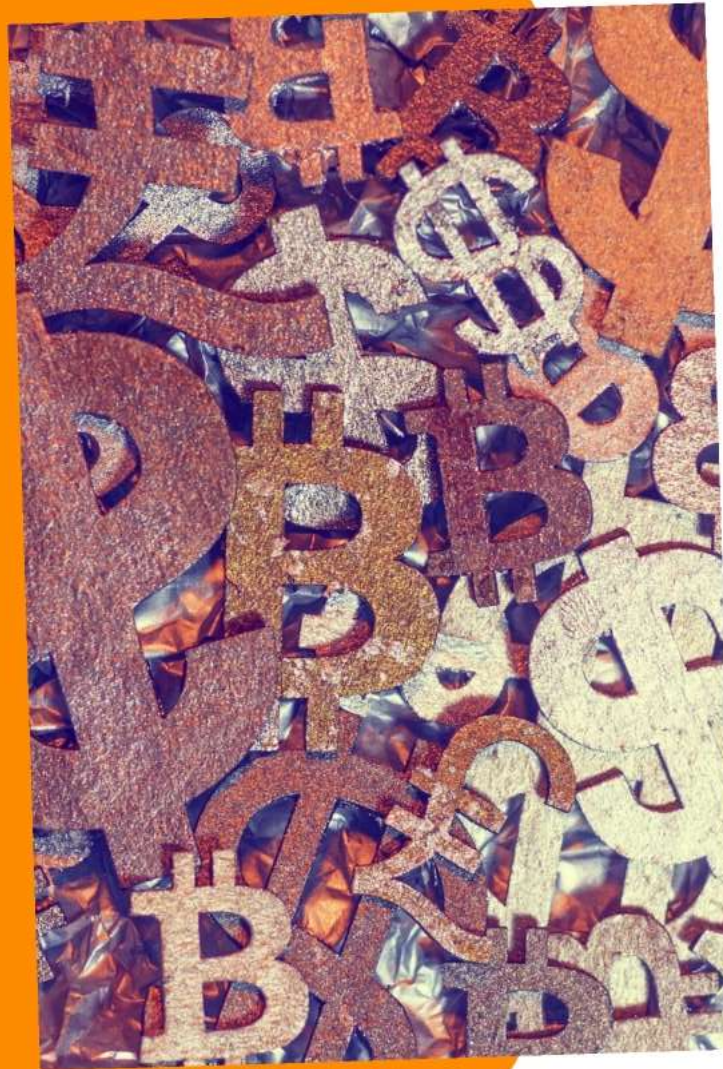
- Pleasant Manor - 5
- Tabor Manor - 6

Revenue

- based on utility
- # of nights X \$50 per night, (price set by Board)
- Typical Annual
 - Pleasant Manor - \$12,500 (six year average)
 - typical annual utility - 343 visits (\$17,150)
 - if retrofit rate (\$110) - 343 visits (\$37,730)
 - Tabor Manor - \$14,500 (six year average)
 - typical annual utility - 486 visits (\$24,300)
 - if retrofit rate (\$110) - 486 visits (\$53,460)



Revenue Source - Facility/Amenity Rentals



Hospitality
Suites

Meeting
Rooms

Number of Units

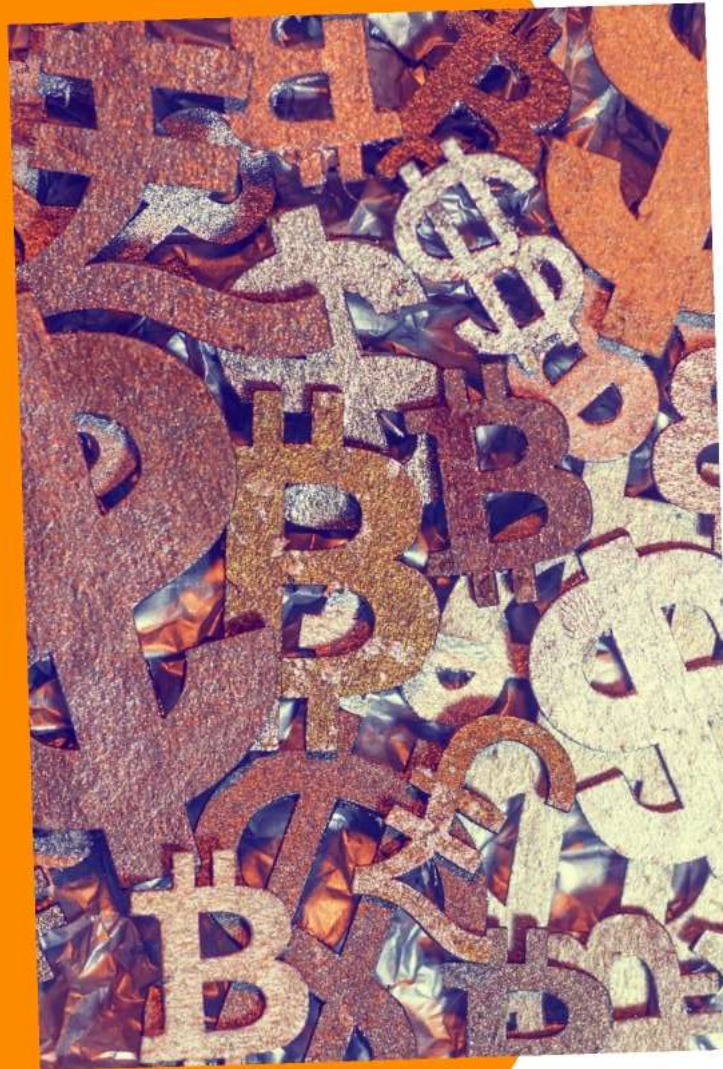
- Pleasant Manor - 3
- Tabor Manor - 3

Revenue

- based on utility
- \$50 per event, (Price set by Board)
- Typical Annual
 - Pleasant Manor - \$2,100 annually (six year average)
 - Tabor Manor - \$1,400 annually (six year average)



Revenue Source - Facility/Amenity Rentals

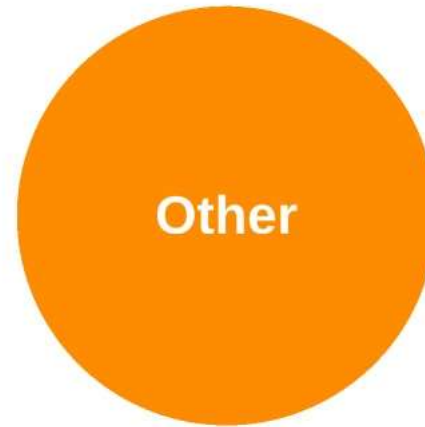


Hospitality
Suites

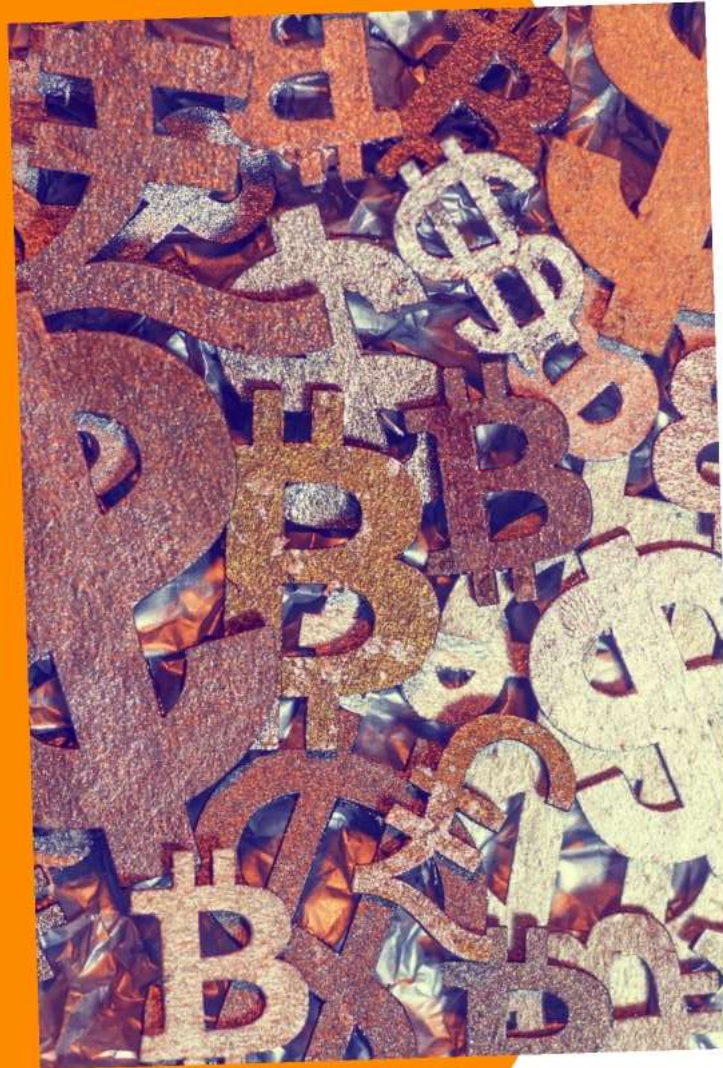
Meeting
Rooms

Radiant Care - Finance 101

Campuses of Care Model



Performance Metrics



Long-Term
Care

Housing

Program

Operating Margin

- Sector - 10% - 20%

Occupancy

- 97% in a year
- if below, MOLTC will claw back funding

Raw Food

- \$12.07 per resident per day
- if cost above, transfer funding from OA Funding
- if below, to be returned through reconciliation

Private Versus Basic

- 60%/40%
- below 60% Private, means less funding

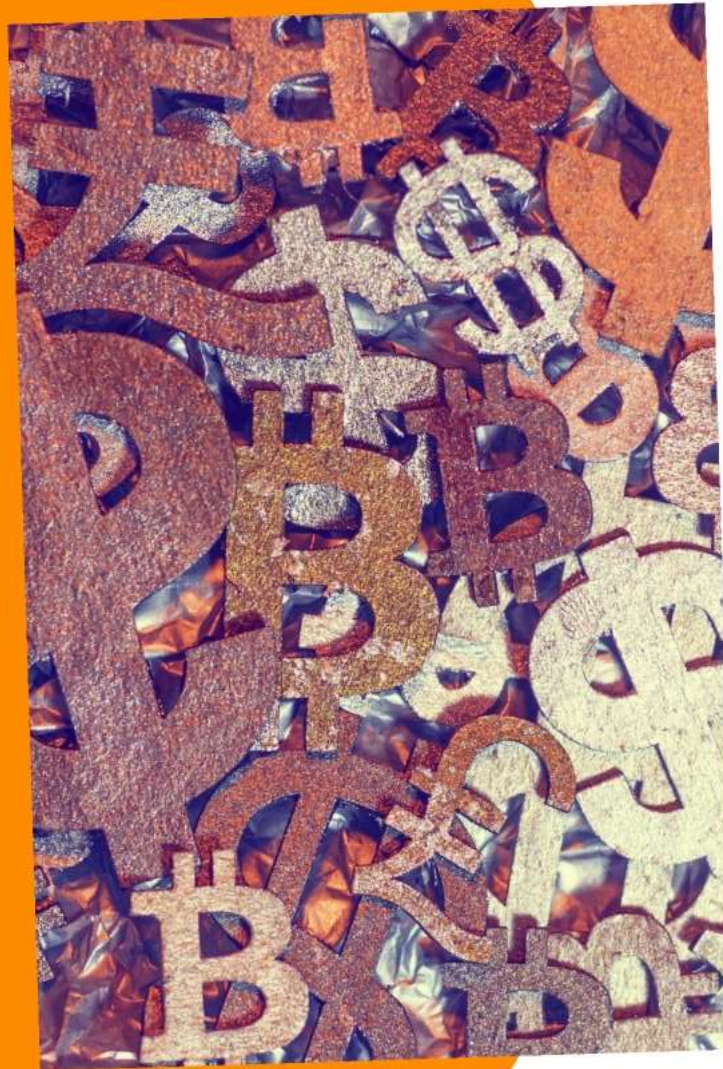
Senior Debt Service Ratio

- 1.25, (if below, we are in contravention of SunLife Agreement)

Total Debt Service Ratio

- 1.0, (if below, we are in contravention of SunLife Agreement)

Performance Metrics



Long-Term
Care

Housing

Program

Operating Margin

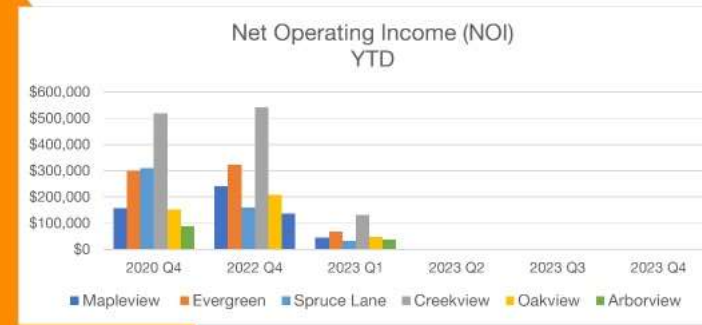
- Housing Sector - (50% - 65%)
- Assisted Living - (40% - 50%)

Total Debt Service Ratio

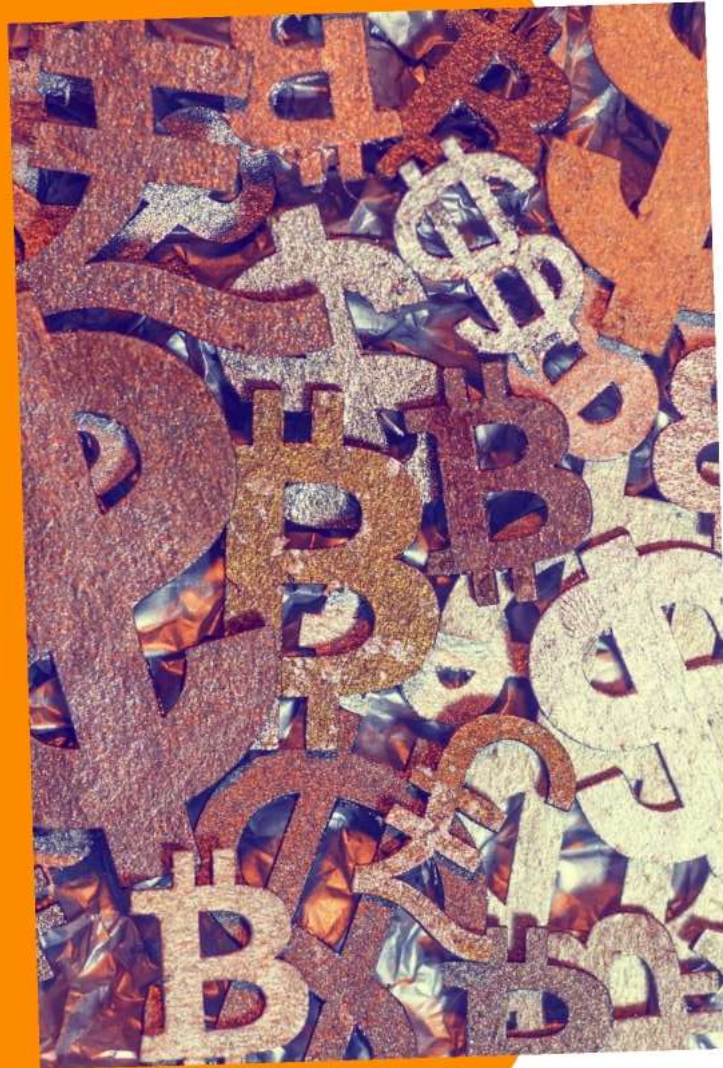
- 1.0, (if below, we are in contravention of SunLife Agreement)

Capital Reserve Balances

- As approved by the Board
- Influenced by Building Condition Assessment and Capital Reserve Studies, (Every 5 years)
- Influenced by new revenue brought in as an outcome of transition to market rents through natural attrition and retrofit.



Performance Metrics



Long-Term
Care

Housing

Program

Restricted Envelope

- If unspent, return to Ministry of Health

Cost Per Client Day

- Total Monthly Expenses divided by Total Clients Served divided by Days of Month

Administration Mandate

- Set by Ontario Health West
- 10.8% Maximum of Annual Funding Allocation
 - Management and Operational Support, (MOS)

Performance Metrics



Long-Term
Care

Housing

Program

Radiant Care - Finance 101

Campuses of Care Model

