

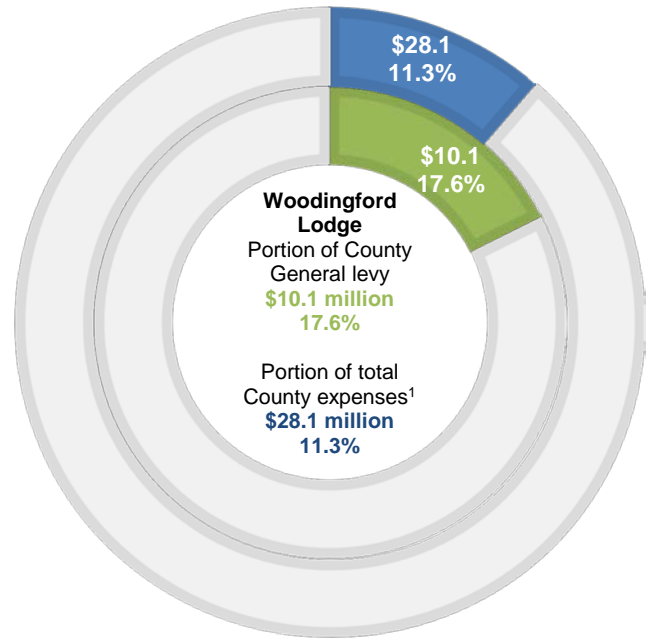


# 2018 Woodingford Lodge Business Plan and Budget

## Department Overview

A trio of long term care homes that continually develop and implement best practice and engage in innovation for the benefit of residents, staff and the community of Oxford County.

Woodingford Lodge provides person and family centered care by a multidisciplinary team comprised of Nursing & Personal Care, Nutritional Services, Recreation & Social Activities, Housekeeping, Laundry, Maintenance, Administrative Services, Volunteer and Auxiliary Support.



<sup>1</sup> Includes salaries & benefits, operating & program expenses, debt repayment, capital

### Services we provide:

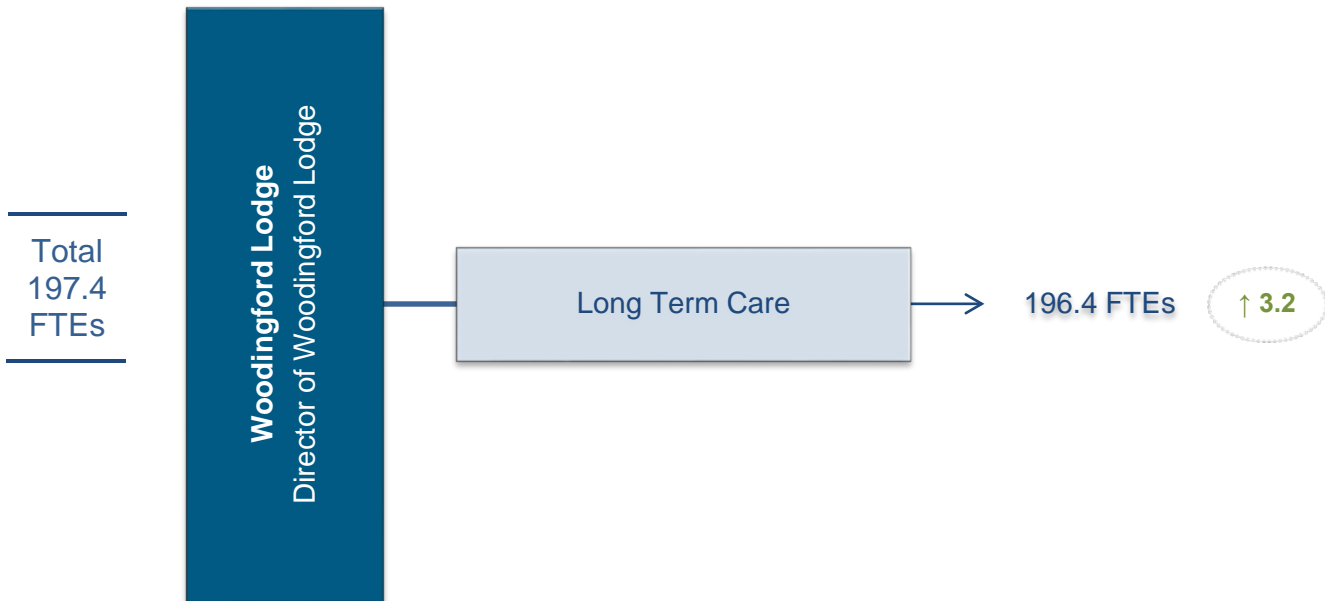
#### Woodingford Lodge

- Long term care

### 2016 SERVICE LEVEL

- **224 Long Term Care Beds and 4 Short Stay Beds**

## How are we Organized?



### *Reason for FTE Change:*

**Personal Support Worker - Woodstock:** To provide a safer home for our residents and a safer working environment for our staff an increase to the Personal Support Worker (PSW) FTE by 2.93 at Woodingford Lodge Woodstock. Currently, PSW staff on five Resident Home Areas are working alone from 2:00pm to 3:00pm, at staff meal times and from 9:30pm to 10:00pm during the evening shift. An increase in staff hours will support more timely response to resident care needs. In addition, the increase will support the number of observably lower drivers from the Employee Engagement Survey namely, workload stress, workload manageability and physical safety.

**Personal Support Worker (BSO)- Ingersoll and Tillsonburg:** To increase the FTE by 0.12, for each of Woodingford Lodge Ingersoll and Tillsonburg, as part of the BSO Specialized Staffing Funding. As with previous BSO funding, this funding can only be utilized for salaries and benefits for new or enhanced BSO staffing. This new base investment does not impact the FTE in Woodstock, but rather the funding will offset current costs of the BSO staffing



## WOODINGFORD LODGE FIVE YEAR BUDGET PROJECTION

	2018 REQUESTED BUDGET	2019 PROJECTED BUDGET	2020 PROJECTED BUDGET	2021 PROJECTED BUDGET	2022 PROJECTED BUDGET
REVENUES	(17,441,552)	(17,496,255)	(17,553,496)	(17,611,372)	(17,669,795)
SALARIES AND BENEFITS	19,261,622	19,525,144	19,789,582	20,013,322	20,262,425
OPERATING AND PROGRAM EXPENSES	5,840,525	5,862,848	5,960,211	6,158,852	6,444,691
DEBT REPAYMENT	2,231,860	2,196,357	2,159,866	2,122,713	2,086,186
CAPITAL	769,097	440,633	479,087	569,173	551,139
OTHER	(600,977)	59,712	(94,426)	(82,924)	(52,652)
<b>TOTAL WOODINGFORD LODGE</b>	<b>10,060,575</b>	<b>10,588,439</b>	<b>10,740,824</b>	<b>11,169,764</b>	<b>11,621,994</b>

Project # and Name	Description	Asset Activity	Asset Rating	Total	2018	2019	2020-2027
983960 – Woodingford Lodge Furnishings	Various furnishings including chairs, bed replacements, and bath furniture at all 3 sites	Replacement	N/A	<b>\$1,205,329</b>	145,800	142,383	917,146
983950 – Woodingford Lodge Equipment	Various equipment including lifts, washer and dryer at all 3 sites	Replacement	N/A	<b>\$766,832</b>	190,217	140,250	436,365

## Division Overview




Key Performance Indicators	2016 Actual	2017 Forecast	2018 Budget	2019 Projected	Target
% of Resident and Family Global Satisfaction	92.8%	93%	93.2%	93.4%	100%
% of Residents and Families who would recommend living at Woodingford Lodge to others	94%	94.2%	94.4%	94.6%	100%
% of Staff who indicate Job Satisfaction based on the Employee Engagement Survey regarding Work Life	75.8%	88%	88%	88%	100%
% of applicants on the Oxford County Long Term Care Waitlist that are applying to WFL	75%	77.5%	78%	78.5%	>75%

## Goals and Objectives

Description	2018	2019	2020	Strategic Plan	Other Plan Alignment
Meet or exceed ministerial benchmarks for Effective Transitions; Resident Experience; Medication Safety and Safe Care.				A County that Performs and Delivers Results	2017/18 Quality Improvement Plan for Ontario Long Term Care Homes
Implement, evaluate and sustain Best Practice Guidelines: “Person and Family Centred Care”; “Preventing and Addressing Abuse and Neglect of Older Adults”; and “Assessment and Management of Pain (3 <sup>rd</sup> edition).”				A County that Performs and Delivers Results	RNAO Best Practice Spotlight Organization Designation
Cultivate a robust volunteer structure by utilizing the talents of local secondary students and promoting placement opportunities at Woodingford Lodge.				A County that Works Together	Resident’s Annual Satisfaction Survey
Implement research based solutions to expand organic waste diversion beyond the resident nutritional services to include all areas of Woodingford Lodge. Investigate feasibility of supporting organic solutions for the Oxford County Administration Building (OCAB.)				A County that Thinks Ahead and Wisely Shapes the Future	ZeroWasteOxford
Produce a cohesive report to submit to the Minister of Health and Long-Term Care highlighting the results of the Oxford County Survey as it relates to long term care, inclusive of recommendations for future consideration, specific to Oxford County residents.				A County that Thinks Ahead and Wisely Shapes the Future	
Provide a safer home for our residents and a safer working environment for our staff in response to a significant increased percentage of residents with complex physical and cognitive challenges.				A County that Employs People Who Make a Positive Difference	Our People, Our Strength plan  Resident’s Annual Satisfaction Survey



Description	2018	2019	2020	Strategic Plan	Other Plan Alignment
<p>To intervene the mental health related crisis in our residents with a five year plan which provides the Mental Health First Aid (MHFA) Seniors Course to all staff with an in-house trainer.</p>	○	○	→	<p>A County that Employs People Who Make a Positive Difference</p>	<p>Our People, Our Strength plan</p>  <p>New Initiative [2018-09]</p>
<p>To utilize an increase in funding for BSO staffing by increasing staffing in Ingersoll and Tillsonburg.</p>	○	○	→	<p>A County that Employs People Who Make a Positive Difference</p>	<p>New Initiative [2018-10]</p>



<b>New Initiative:</b>	<b>Education Budget Increase: Mental health training</b>
<b>Department/Division:</b>	<b>Woodingford Lodge - Woodingford Lodge</b>
<b>Strategic Plan Focus:</b>	<b>A County that Employs People Who Make a Positive Difference</b>
<b>Strategic Plan Objective:</b>	<i>6. i. Attract, retain and develop the highest quality staff through: Progressive policies and practices</i>

## DESCRIPTION OF REQUEST

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To intervene the mental health related crisis in our residents with a five year plan which provides the Mental Health First Aid (MHFA) Seniors Course to all staff with an in-house trainer.

## DISCUSSION

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### Background

In the last two years at Woodingford Lodge, 90.9% of new admissions have cognitive impairments and 81.7% of these have an identified form of dementia. From January 2016 to present, 44.8% of residents have exhibited some level of aggressive behaviour, and 39.7% suffer from mood disorders such as depression, bipolar disorder, schizophrenia, etc. 7% of our current residents have been assigned a “Safety Alert” rating by our Behaviour Support Ontario (BSO) team. These residents’ exhibit frequent responsive behaviours, and can necessitate the need for Code White protocol to generate additional staff assistance immediately. On average, 4 staff members are injured per month as a result of responsive behaviours generated by our residents.

Due to the changes the Ontario government made in 2010, new residents have high or very high physical and cognitive challenges when they qualify for admission to long term care<sup>1</sup>, so this trend will continue. To combat this, and to create a safer working environment for our staff and living environment for our residents, we would like to introduce the MHFA Seniors course to all of our staff, in complement with our current mandatory education.

### Comments

#### Current Education

We currently comply with the Long Term Care Homes Act (LTCHA) with our annual requirements for education. Training in mental health specific to seniors would be an enhancement to said training, and would benefit the lives of both our residents and our staff.

<sup>1</sup> <https://news.ontario.ca/mohlrc/en/2010/08/aging-at-home-strategy.html>

## The Course

The aim of MHFA Seniors course is to train staff to recognize the symptoms of mental health problems or crises as they develop, provide initial help, guide the residents to the appropriate professional help and provide strategies and resources to support residents.<sup>2</sup> The course content was developed by experts in the field of geriatric psychiatry, and focuses on early intervention. It offers crisis skills including those for suicidal behaviour, panic attacks and acute stress reactions, psychotic episodes, substance related disorders, anxiety and trauma related disorders and mood related disorders. Our staff face all of these problems in their daily work and they are only becoming more commonplace.

## In House Trainer

We are proposing to train an in-house trainer, at the one-time cost of \$4000. While this option costs more up front, it will eliminate the need for staff go off site to obtain the education, making it more cost effective in the long term and will allow us to continually educate our staff in house.

## County Survey Results

The chart below indicates the largest gaps between perceived importance and satisfaction of Woodingford employees. Psychological safety, resources, workload manageability, and workload stress all carry between a 28.8% and 40.4% disparity in our workplace.<sup>3</sup>



This can largely be linked back to residents with unpredictable responsive behaviours and the concern that staff will be attacked both verbally and physically in their workplace. Having the tools to better understand and be able to respond to mental health concerns in our residents directly benefits these areas in which we are currently underperforming.

## CONCLUSIONS

Mental health is at the forefront of health care. We, as a long term care home, are faced with mental health related challenges and crises daily. Our primary stakeholders in making the

<sup>2</sup> <http://mentalhealthfirstaid.ca/en/course-info/courses/seniors>

<sup>3</sup> Metrics@Work, "Oxford County Woodingford Lodge 2017 Survey Results," page 22

decision to better educate our staff in mental health response are our staff members and the residents that call Woodingford Lodge home. There are no negative implications to this course of action for anyone involved; only the chance to better the lives of everyone in our homes. The results are cyclical: staff that are better educated are equipped to reduce behaviours, reduce reliance on medication and generate a better home environment. Happier and healthier residents creates a safer environment for our staff, creating better job satisfaction, less turnover, less time lost to physical or psychological injury, and generally better morale. A boost in morale results in the best possible resident care and the cycle continues. The funding for this training will directly support a safer working and living environment for Woodingford Lodge.

## BUDGET REQUIREMENTS

	2018	2019	2020	2021	2022
<b>Salaries and Benefits</b>					
Salaries and Benefits	34,594	35,165	35,692	36,227	36,771
<b>Operating and Program Expenses</b>					
Training costs - train the trainer costs, inclusive of travel and accommodation	4,000	-	-	-	-
Training costs - course materials	2,100	2,100	2,100	2,100	2,100
<b>Net County Levy</b>	<b>\$40,694</b>	<b>\$37,265</b>	<b>\$37,792</b>	<b>\$38,387</b>	<b>\$38,871</b>

<b>New Initiative:</b>	<b>BSO Specialized Staffing Funding</b>
<b>Department/Division:</b>	<b>Woodingford Lodge</b>
<b>Strategic Plan Focus:</b>	<b>A County that Employs People Who Make a Positive Difference</b>
<b>Strategic Plan Objective:</b>	<i>1. ii. Enhance the quality of life for all of our citizens by: Adapting programs, services and facilities to reflect evolving community needs</i>

## **DESCRIPTION OF REQUEST**

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To increase the FTE request of 0.12 for each of Woodingford Lodge Ingersoll and Tillsonburg and offset costs in Woodstock.

## **DISCUSSION**

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### **Background**

The Local Health Integration Network (LHIN) has increased the base funding for Behavioural Support Ontario (BSO) to include intervention for older adults exhibiting challenging and complex behaviours as well as those who are prone to exhibiting those behaviours due to cognitive impairments. As with previous BSO funding, this funding can only be utilized for salaries and benefits for new or enhanced BSO staffing.

### **Comments**

In order to utilize the funding the BSO Personal Support Worker (PSW) hours for each of Woodingford Lodge Ingersoll and Tillsonburg will be increased by 5 hours per week. This modest funding, does not provide an adequate solution; however, it will be utilized to decrease the gap and is long overdue.

This new base investment does not impact the FTE in Woodstock, but rather the funding will offset current costs of the BSO staffing

### **Conclusions**

As with all BSO funding from the LHIN, this funding is specific and subject to claw-back should it not be used as directed; and cannot be used, to support other operating (e.g. administration) or educational costs.

## RISKS/IMPLICATIONS

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If FTE increase is not approved, funding will be lost and resident quality of life may be impacted.

## BUDGET REQUIREMENTS

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	2018	2019	2020	2021	2022
<b>Revenues</b>					
BSO Specialized Staffing Funding	(27,141)	(27,141)	(27,141)	(27,141)	(27,141)
<b>Salaries and Benefits</b>					
Personal Support Worker	27,141	27,141	27,141	27,141	27,141
<b>Total Funding Remaining</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
Woodstock hours reallocated from current base funding	(8,910)	(8,910)	(8,910)	(8,910)	(8,910)
<b>Net County Levy</b>	<b>(\$8,910)</b>	<b>(\$8,910)</b>	<b>(\$8,910)</b>	<b>(\$8,910)</b>	<b>(\$8,910)</b>

<b>Staff Requirements (FTE)</b>	2018	2019	2020	2021	2022
Personal Support Worker	0.24	0.24	0.24	0.24	0.24
<b>Total Staff Requirement</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>	<b>0.24</b>

	2017	2017	2018		
	FORECAST	BUDGET	REQUESTED	BUDGET	BUDGET
			BUDGET	VARIANCE	% VARIANCE
<b>REVENUES</b>					
REV - PROVINCIAL GOVT	(9,710,995)	(9,485,294)	(9,874,411)	(389,117)	4.1%
REV - PROV-PAY EQUITY	(31,116)	(31,116)	(31,116)	-	- %
REV - PROV. GRANT CAPITAL FNDG	(861,300)	(861,300)	(861,300)	-	- %
REV - PROV - RPN FUNDING	(218,145)	(218,676)	(217,968)	708	(0.3%)
REV - PROV - EQUALIZATION	(239,508)	(239,508)	(239,508)	-	- %
REV - PROV - RAI	(158,796)	(158,796)	(158,796)	-	- %
REV -PROV - HIGH COST SUPPLIES	(58,053)	(62,424)	(53,268)	9,156	(14.7%)
REV - PROV - BSO	(96,243)	(75,888)	(103,029)	(27,141)	35.8%
REV - PROV - PHYSIOTHERAPY	(184,223)	(181,488)	(185,136)	(3,648)	2.0%
REV - PROV - PHYSICIAN ON CALL	(44,557)	(44,568)	(44,556)	12	- %
REV - GRANT	-	-	(2,000)	(2,000)	- %
REV - PRIVATE ACCOMMODATION	(991,357)	(947,860)	(1,025,425)	(77,565)	8.2%
REV - BASIC ACCOMMODATION	(4,471,969)	(4,513,511)	(4,530,712)	(17,201)	0.4%
REV - RESPITE ACCOMMODATION	(28,446)	(33,455)	(36,745)	(3,290)	9.8%
REV - SEMI-PRIVATE ACCOMMODATIO	(72,661)	(73,601)	(77,582)	(3,981)	5.4%
REV - SERVICE RECOVERY FEES	(3,800)	-	-	-	- %
<b>TOTAL REVENUES</b>	<b>(17,171,169)</b>	<b>(16,927,485)</b>	<b>(17,441,552)</b>	<b>(514,067)</b>	<b>3.0%</b>
<b>SALARIES AND BENEFITS</b>					
SALARIES	14,644,450	14,397,572	15,382,813	985,241	6.8%
BENEFITS	3,330,063	3,437,813	3,878,809	440,996	12.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>17,974,513</b>	<b>17,835,385</b>	<b>19,261,622</b>	<b>1,426,237</b>	<b>8.0%</b>
<b>OPERATING AND PROGRAM EXPENSES</b>					
INTERDEPARTMENTAL CHARGES	1,167,597	1,177,848	1,228,554	50,706	4.3%
BAD DEBTS EXPENSE	6,173	-	-	-	- %
COMPUTER SOFTWARE & SUPPORT	38,752	38,771	40,358	1,587	4.1%
ADVERTISING/MARKETING/PROMO	6,075	6,075	6,075	-	- %
TELECOMMUNICATIONS	26,575	37,299	28,208	(9,091)	(24.4%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	13,476	14,380	13,744	(636)	(4.4%)
TRAINING/SEMINARS/CONFERENCE	47,133	38,077	62,660	24,583	64.6%
POSTAGE	7,372	7,472	7,560	88	1.2%
TRAVEL-EXPENSES, MILEAGE	9,174	9,834	9,174	(660)	(6.7%)
TOOLS/EQUIPMENT PURCHASE	114,188	110,918	117,443	6,525	5.9%
DIETARY - R&M EQUIPMENT	50,560	58,135	48,060	(10,075)	(17.3%)
R & M - BUILDINGS	418,181	388,181	412,441	24,260	6.2%
R & M - EQUIPMENT	159,216	179,031	161,486	(17,545)	(9.8%)
SAFETY AND SECURITY	32,025	29,309	33,003	3,694	12.6%
OFFICE SUPPLIES/EXPENSES	14,000	14,000	14,350	350	2.5%
UTILITIES - HYDRO	435,119	572,466	443,820	(128,646)	(22.5%)
UTILITIES - HEAT	208,034	192,572	215,315	22,743	11.8%
UTILITIES - WATER/SEWAGE	117,000	106,009	119,340	13,331	12.6%
GARBAGE DISPOSAL	51,900	33,809	58,500	24,691	73.0%

**WOODINGFORD LODGE**  
**2018 BUDGET REPORT**

	2017	2017	2018	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
INSURANCE	56,357	56,419	50,949	(5,470)	(9.7%)
LEGAL	40,000	30,000	40,000	10,000	33.3%
JANITORIAL SERVICE	5,358	5,348	12,960	7,612	142.3%
PURCHASED SERVICES	1,194,755	1,190,179	1,191,690	1,511	0.1%
GROUNDWORK INC SNOW	125,450	90,900	131,000	40,100	44.1%
EXPENDITURE RECOVERIES	(62,668)	(61,700)	(47,700)	14,000	(22.7%)
INCONTINENCE SUPPLIES	114,500	111,911	117,000	5,089	4.5%
HIGH INTENSITY NEEDS SUPPLIES	6,525	6,525	6,525	-	- %
RAW FOOD COSTS	764,558	759,150	775,242	16,092	2.1%
SUPPLIES/PROGRAM EXPENSES	242,855	255,734	245,408	(10,326)	(4.0%)
MEDICAL SUPPLIES	131,104	130,802	142,034	11,232	8.6%
HGH INTENSITY NEEDS	81,410	80,685	80,810	125	0.2%
PHYSICIAN - REGULAR FEES	29,960	29,960	29,960	-	- %
PHYSICIAN ON CALL	44,527	44,568	44,556	(12)	- %
<b>TOTAL OPERATING AND PROGRAM EXPENSES</b>	<b>5,697,241</b>	<b>5,744,667</b>	<b>5,840,525</b>	<b>95,858</b>	<b>1.7%</b>
<b>DEBT REPAYMENT</b>					
DEBT REPAYMENT	1,528,569	1,528,570	1,579,138	50,568	3.3%
DEBT PAYMENT - INTEREST	739,477	739,477	652,723	(86,754)	(11.7%)
<b>TOTAL DEBT REPAYMENT</b>	<b>2,268,046</b>	<b>2,268,047</b>	<b>2,231,861</b>	<b>(36,186)</b>	<b>(1.6%)</b>
<b>CAPITAL</b>					
CAPITAL - BUILDING	255,400	256,000	433,000	177,000	69.1%
CAPITAL - EQUIPMENT	140,586	157,541	190,217	32,676	20.7%
CAPITAL - FURNISHINGS	89,000	113,680	145,880	32,200	28.3%
<b>TOTAL CAPITAL</b>	<b>484,986</b>	<b>527,221</b>	<b>769,097</b>	<b>241,876</b>	<b>45.9%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVE	140,497	105,199	141,386	36,187	34.4%
CONTRIBUTIONS FROM RESERVE	(255,400)	(256,000)	(742,363)	(486,363)	190.0%
<b>TOTAL OTHER</b>	<b>(114,903)</b>	<b>(150,801)</b>	<b>(600,977)</b>	<b>(450,176)</b>	<b>298.5%</b>
<b>TOTAL WOODINGFORD LODGE</b>	<b>9,138,714</b>	<b>9,297,034</b>	<b>10,060,576</b>	<b>763,542</b>	<b>8.2%</b>



	2017	2017	2018		
	FORECAST	BUDGET	REQUESTED	BUDGET	BUDGET
			BUDGET	VARIANCE	% VARIANCE
<b>REVENUES</b>					
REV - PROVINCIAL GOVT	(6,836,097)	(6,669,060)	(6,967,342)	(298,282)	4.5%
REV - PROV-PAY EQUITY	(31,116)	(31,116)	(31,116)	-	- %
REV - PROV. GRANT CAPITAL FNDG	(604,428)	(604,428)	(604,428)	-	- %
REV - PROV - RPN FUNDING	(120,561)	(121,092)	(120,384)	708	(0.6%)
REV - PROV - EQUALIZATION	(158,844)	(158,844)	(158,844)	-	- %
REV - PROV - RAI	(78,804)	(78,804)	(78,804)	-	- %
REV -PROV - HIGH COST SUPPLIES	(40,737)	(43,800)	(37,380)	6,420	(14.7%)
REV - PROV - BSO	(60,041)	(53,256)	(62,303)	(9,047)	17.0%
REV - PROV - PHYSIOTHERAPY	(129,280)	(127,360)	(129,920)	(2,560)	2.0%
REV - PROV - PHYSICIAN ON CALL	(15,493)	(15,504)	(15,492)	12	(0.1%)
REV - GRANT	-	-	(2,000)	(2,000)	- %
REV - PRIVATE ACCOMMODATION	(698,134)	(667,170)	(720,200)	(53,030)	7.9%
REV - BASIC ACCOMMODATION	(3,132,293)	(3,154,789)	(3,176,049)	(21,260)	0.7%
REV - RESPITE ACCOMMODATION	(17,186)	(25,091)	(25,439)	(348)	1.4%
REV - SEMI-PRIVATE ACCOMMODATIO	(38,815)	(41,537)	(42,114)	(577)	1.4%
REV - SERVICE RECOVERY FEES	(3,800)	-	-	-	- %
<b>TOTAL REVENUES</b>	<b>(11,965,629)</b>	<b>(11,791,851)</b>	<b>(12,171,815)</b>	<b>(379,964)</b>	<b>3.2%</b>
<b>SALARIES AND BENEFITS</b>					
SALARIES	10,377,151	10,220,842	10,830,351	609,509	6.0%
BENEFITS	2,395,986	2,438,675	2,746,425	307,750	12.6%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>12,773,137</b>	<b>12,659,517</b>	<b>13,576,776</b>	<b>917,259</b>	<b>7.2%</b>
<b>OPERATING AND PROGRAM EXPENSES</b>					
INTERDEPARTMENTAL CHARGES	817,271	824,495	859,988	35,493	4.3%
BAD DEBTS EXPENSE	6,173	-	-	-	- %
COMPUTER SOFTWARE & SUPPORT	27,192	27,131	28,194	1,063	3.9%
ADVERTISING/MARKETING/PROMO	3,045	3,045	3,045	-	- %
TELECOMMUNICATIONS	11,569	18,299	12,555	(5,744)	(31.4%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	9,652	10,266	9,845	(421)	(4.1%)
TRAINING/SEMINARS/CONFERENCE	34,190	28,115	47,670	19,555	69.6%
POSTAGE	5,872	5,872	5,960	88	1.5%
TRAVEL-EXPENSES, MILEAGE	3,900	4,470	3,900	(570)	(12.8%)
TOOLS/EQUIPMENT PURCHASE	78,578	78,578	81,921	3,343	4.3%
DIETARY - R&M EQUIPMENT	42,000	52,015	42,000	(10,015)	(19.3%)
R & M - BUILDINGS	247,090	217,090	236,400	19,310	8.9%
R & M - EQUIPMENT	102,352	122,362	103,174	(19,188)	(15.7%)
SAFETY AND SECURITY	13,547	12,604	14,000	1,396	11.1%
OFFICE SUPPLIES/EXPENSES	10,000	10,000	10,150	150	1.5%
UTILITIES - HYDRO	285,324	384,014	291,030	(92,984)	(24.2%)
UTILITIES - HEAT	143,552	136,799	148,577	11,778	8.6%
UTILITIES - WATER/SEWAGE	79,644	75,889	81,237	5,348	7.0%
GARBAGE DISPOSAL	27,900	18,205	34,500	16,295	89.5%

	2017	2017	2018	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
INSURANCE	40,696	40,812	36,855	(3,957)	(9.7%)
LEGAL	30,000	20,000	30,000	10,000	50.0%
JANITORIAL SERVICE	1,782	1,772	6,320	4,548	256.7%
PURCHASED SERVICES	168,898	170,608	161,040	(9,568)	(5.6%)
GROUNDWORK INC SNOW	80,000	45,450	84,000	38,550	84.8%
EXPENDITURE RECOVERIES	(59,940)	(59,000)	(45,000)	14,000	(23.7%)
INCONTINENCE SUPPLIES	78,000	77,911	79,000	1,089	1.4%
HIGH INTENSITY NEEDS SUPPLIES	2,525	2,525	2,525	-	- %
RAW FOOD COSTS	528,074	528,074	533,350	5,276	1.0%
SUPPLIES/PROGRAM EXPENSES	184,566	194,916	190,033	(4,883)	(2.5%)
MEDICAL SUPPLIES	90,604	90,302	100,604	10,302	11.4%
HGH INTENSITY NEEDS	58,212	58,212	58,212	-	- %
PHYSICIAN - REGULAR FEES	21,024	21,024	21,024	-	- %
PHYSICIAN ON CALL	15,463	15,504	15,492	(12)	(0.1%)
<b>TOTAL OPERATING AND PROGRAM EXPENSES</b>	<b>3,188,755</b>	<b>3,237,359</b>	<b>3,287,601</b>	<b>50,242</b>	<b>1.6%</b>
<b>DEBT REPAYMENT</b>					
DEBT REPAYMENT	847,352	847,353	858,210	10,857	1.3%
DEBT PAYMENT - INTEREST	440,350	440,350	394,365	(45,985)	(10.4%)
<b>TOTAL DEBT REPAYMENT</b>	<b>1,287,702</b>	<b>1,287,703</b>	<b>1,252,575</b>	<b>(35,128)</b>	<b>(2.7%)</b>
<b>CAPITAL</b>					
CAPITAL - BUILDING	5,000	105,000	413,000	308,000	293.3%
CAPITAL - EQUIPMENT	85,716	103,541	133,744	30,203	29.2%
CAPITAL - FURNISHINGS	73,000	85,010	71,000	(14,010)	(16.5%)
<b>TOTAL CAPITAL</b>	<b>163,716</b>	<b>293,551</b>	<b>617,744</b>	<b>324,193</b>	<b>110.4%</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVE	127,827	105,199	141,386	36,187	34.4%
CONTRIBUTIONS FROM RESERVE	(5,000)	(105,000)	(622,237)	(517,237)	492.6%
<b>TOTAL OTHER</b>	<b>122,827</b>	<b>199</b>	<b>(480,851)</b>	<b>(481,050)</b>	<b>(241,733.7%)</b>
<b>TOTAL WFL - WOODSTOCK</b>	<b>5,570,508</b>	<b>5,686,478</b>	<b>6,082,030</b>	<b>395,552</b>	<b>7.0%</b>

	2017 FORECAST	2017 BUDGET	2018 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
REV - PROVINCIAL GOVT	(1,413,030)	(1,348,424)	(1,460,449)	(112,025)	8.3%
REV - PROV. GRANT CAPITAL FNDG	(128,436)	(128,436)	(128,436)	-	- %
REV - PROV - RPN FUNDING	(48,792)	(48,792)	(48,792)	-	- %
REV - PROV - EQUALIZATION	(40,332)	(40,332)	(40,332)	-	- %
REV - PROV - RAI	(39,996)	(39,996)	(39,996)	-	- %
REV -PROV - HIGH COST SUPPLIES	(8,658)	(9,312)	(7,944)	1,368	(14.7%)
REV - PROV - BSO	(18,101)	(11,316)	(20,363)	(9,047)	79.9%
REV - PROV - PHYSIOTHERAPY	(27,471)	(27,064)	(27,608)	(544)	2.0%
REV - PROV - PHYSICIAN ON CALL	(14,532)	(14,532)	(14,532)	-	- %
REV - PRIVATE ACCOMMODATION	(153,042)	(146,427)	(157,230)	(10,803)	7.4%
REV - BASIC ACCOMMODATION	(689,851)	(699,676)	(700,172)	(496)	0.1%
REV - SEMI-PRIVATE ACCOMMODATIO	(16,641)	(14,940)	(17,734)	(2,794)	18.7%
<b>TOTAL REVENUES</b>	<b>(2,598,882)</b>	<b>(2,529,247)</b>	<b>(2,663,588)</b>	<b>(134,341)</b>	<b>5.3%</b>
<b>SALARIES AND BENEFITS</b>					
SALARIES	2,120,463	2,100,920	2,278,780	177,860	8.5%
BENEFITS	460,283	504,963	549,486	44,523	8.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,580,746</b>	<b>2,605,883</b>	<b>2,828,266</b>	<b>222,383</b>	<b>8.5%</b>
<b>OPERATING AND PROGRAM EXPENSES</b>					
INTERDEPARTMENTAL CHARGES	175,129	176,677	184,283	7,606	4.3%
COMPUTER SOFTWARE & SUPPORT	5,780	5,820	6,082	262	4.5%
ADVERTISING/MARKETING/PROMO	1,515	1,515	1,515	-	- %
TELECOMMUNICATIONS	7,838	9,500	8,168	(1,332)	(14.0%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	1,912	2,052	1,950	(102)	(5.0%)
TRAINING/SEMINARS/CONFERENCE	7,962	4,981	7,495	2,514	50.5%
POSTAGE	700	800	800	-	- %
TRAVEL-EXPENSES, MILEAGE	2,557	2,557	2,557	-	- %
TOOLS/EQUIPMENT PURCHASE	18,570	16,170	16,711	541	3.3%
DIETARY - R&M EQUIPMENT	3,060	3,060	3,000	(60)	(2.0%)
R & M - BUILDINGS	83,045	83,045	87,995	4,950	6.0%
R & M - EQUIPMENT	28,901	28,711	28,829	118	0.4%
SAFETY AND SECURITY	8,478	7,633	9,003	1,370	17.9%
OFFICE SUPPLIES/EXPENSES	2,000	2,000	2,100	100	5.0%
UTILITIES - HYDRO	74,834	88,238	76,330	(11,908)	(13.5%)
UTILITIES - HEAT	32,230	27,363	33,358	5,995	21.9%
UTILITIES - WATER/SEWAGE	13,252	12,108	13,517	1,409	11.6%
GARBAGE DISPOSAL	12,000	7,802	12,000	4,198	53.8%
INSURANCE	7,719	7,692	6,947	(745)	(9.7%)
LEGAL	5,000	5,000	5,000	-	- %
JANITORIAL SERVICE	1,960	1,960	3,475	1,515	77.3%
PURCHASED SERVICES	530,152	528,411	535,701	7,290	1.4%
GROUNDS WORK INC SNOW	25,250	25,250	26,000	750	3.0%

	2017	2017	2018	BUDGET	BUDGET
	FORECAST	BUDGET	REQUESTED	VARIANCE	% VARIANCE
			BUDGET		
EXPENDITURE RECOVERIES	(1,378)	(1,350)	(1,350)	-	- %
INCONTINENCE SUPPLIES	18,500	17,000	19,000	2,000	11.8%
HIGH INTENSITY NEEDS SUPPLIES	2,000	2,000	2,000	-	- %
RAW FOOD COSTS	118,242	115,538	120,946	5,408	4.7%
SUPPLIES/PROGRAM EXPENSES	25,408	28,995	27,355	(1,640)	(5.7%)
MEDICAL SUPPLIES	20,250	20,250	20,715	465	2.3%
HGH INTENSITY NEEDS	12,224	11,499	11,299	(200)	(1.7%)
PHYSICIAN - REGULAR FEES	4,468	4,468	4,468	-	- %
PHYSICIAN ON CALL	14,532	14,532	14,532	-	- %
<b>TOTAL OPERATING AND PROGRAM EXPENSES</b>	<b>1,264,090</b>	<b>1,261,277</b>	<b>1,291,781</b>	<b>30,504</b>	<b>2.4%</b>
<b>DEBT REPAYMENT</b>					
DEBT REPAYMENT	351,581	351,581	372,076	20,495	5.8%
DEBT PAYMENT - INTEREST	154,382	154,382	133,340	(21,042)	(13.6%)
<b>TOTAL DEBT REPAYMENT</b>	<b>505,963</b>	<b>505,963</b>	<b>505,416</b>	<b>(547)</b>	<b>(0.1%)</b>
<b>CAPITAL</b>					
CAPITAL - BUILDING	145,200	83,000	-	(83,000)	(100.0%)
CAPITAL - EQUIPMENT	30,865	27,000	26,355	(645)	(2.4%)
CAPITAL - FURNISHINGS	8,000	20,670	41,935	21,265	102.9%
<b>TOTAL CAPITAL</b>	<b>184,065</b>	<b>130,670</b>	<b>68,290</b>	<b>(62,380)</b>	<b>(47.7%)</b>
<b>OTHER</b>					
CONTRIBUTIONS TO RESERVE	12,670	-	-	-	- %
CONTRIBUTIONS FROM RESERVE	(145,200)	(83,000)	(56,398)	26,602	(32.1%)
<b>TOTAL OTHER</b>	<b>(132,530)</b>	<b>(83,000)</b>	<b>(56,398)</b>	<b>26,602</b>	<b>(32.1%)</b>
<b>TOTAL WFL - INGERSOLL</b>	<b>1,803,452</b>	<b>1,891,546</b>	<b>1,973,767</b>	<b>82,221</b>	<b>4.3%</b>

	2017 FORECAST	2017 BUDGET	2018 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
<b>REVENUES</b>					
REV - PROVINCIAL GOVT	(1,461,868)	(1,467,810)	(1,446,620)	21,190	(1.4%)
REV - PROV. GRANT CAPITAL FNDG	(128,436)	(128,436)	(128,436)	-	- %
REV - PROV - RPN FUNDING	(48,792)	(48,792)	(48,792)	-	- %
REV - PROV - EQUALIZATION	(40,332)	(40,332)	(40,332)	-	- %
REV - PROV - RAI	(39,996)	(39,996)	(39,996)	-	- %
REV -PROV - HIGH COST SUPPLIES	(8,658)	(9,312)	(7,944)	1,368	(14.7%)
REV - PROV - BSO	(18,101)	(11,316)	(20,363)	(9,047)	79.9%
REV - PROV - PHYSIOTHERAPY	(27,472)	(27,064)	(27,608)	(544)	2.0%
REV - PROV - PHYSICIAN ON CALL	(14,532)	(14,532)	(14,532)	-	- %
REV - PRIVATE ACCOMMODATION	(140,181)	(134,263)	(147,995)	(13,732)	10.2%
REV - BASIC ACCOMMODATION	(649,825)	(659,046)	(654,491)	4,555	(0.7%)
REV - RESPITE ACCOMMODATION	(11,260)	(8,364)	(11,306)	(2,942)	35.2%
REV - SEMI-PRIVATE ACCOMMODATIO	(17,205)	(17,124)	(17,734)	(610)	3.6%
<b>TOTAL REVENUES</b>	<b>(2,606,658)</b>	<b>(2,606,387)</b>	<b>(2,606,149)</b>	<b>238</b>	<b>- %</b>
<b>SALARIES AND BENEFITS</b>					
SALARIES	2,146,836	2,075,810	2,273,682	197,872	9.5%
BENEFITS	473,794	494,175	582,898	88,723	18.0%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,620,630</b>	<b>2,569,985</b>	<b>2,856,580</b>	<b>286,595</b>	<b>11.2%</b>
<b>OPERATING AND PROGRAM EXPENSES</b>					
INTERDEPARTMENTAL CHARGES	175,197	176,676	184,283	7,607	4.3%
COMPUTER SOFTWARE & SUPPORT	5,780	5,820	6,082	262	4.5%
ADVERTISING/MARKETING/PROMO	1,515	1,515	1,515	-	- %
TELECOMMUNICATIONS	7,168	9,500	7,485	(2,015)	(21.2%)
MEMBERSHIP/DUES/SUBSCRIPTIONS	1,912	2,062	1,949	(113)	(5.5%)
TRAINING/SEMINARS/CONFERENCE	4,981	4,981	7,495	2,514	50.5%
POSTAGE	800	800	800	-	- %
TRAVEL-EXPENSES, MILEAGE	2,717	2,807	2,717	(90)	(3.2%)
TOOLS/EQUIPMENT PURCHASE	17,040	16,170	18,811	2,641	16.3%
DIETARY - R&M EQUIPMENT	5,500	3,060	3,060	-	- %
R & M - BUILDINGS	88,046	88,046	88,046	-	- %
R & M - EQUIPMENT	27,963	27,958	29,483	1,525	5.5%
SAFETY AND SECURITY	10,000	9,072	10,000	928	10.2%
OFFICE SUPPLIES/EXPENSES	2,000	2,000	2,100	100	5.0%
UTILITIES - HYDRO	74,961	100,214	76,460	(23,754)	(23.7%)
UTILITIES - HEAT	32,252	28,410	33,380	4,970	17.5%
UTILITIES - WATER/SEWAGE	24,104	18,012	24,586	6,574	36.5%
GARBAGE DISPOSAL	12,000	7,802	12,000	4,198	53.8%
INSURANCE	7,942	7,915	7,147	(768)	(9.7%)
LEGAL	5,000	5,000	5,000	-	- %
JANITORIAL SERVICE	1,616	1,616	3,165	1,549	95.9%
PURCHASED SERVICES	495,705	491,160	494,949	3,789	0.8%



**WFL - TILLSONBURG  
2018 BUDGET REPORT**

	2017 FORECAST	2017 BUDGET	2018 REQUESTED BUDGET	BUDGET VARIANCE	BUDGET % VARIANCE
GROUNDS WORK INC SNOW	20,200	20,200	21,000	800	4.0%
EXPENDITURE RECOVERIES	(1,350)	(1,350)	(1,350)	-	- %
INCONTINENCE SUPPLIES	18,000	17,000	19,000	2,000	11.8%
HIGH INTENSITY NEEDS SUPPLIES	2,000	2,000	2,000	-	- %
RAW FOOD COSTS	118,242	115,538	120,946	5,408	4.7%
SUPPLIES/PROGRAM EXPENSES	32,881	31,823	28,020	(3,803)	(12.0%)
MEDICAL SUPPLIES	20,250	20,250	20,715	465	2.3%
HGH INTENSITY NEEDS	10,974	10,974	11,299	325	3.0%
PHYSICIAN - REGULAR FEES	4,468	4,468	4,468	-	- %
PHYSICIAN ON CALL	14,532	14,532	14,532	-	- %
<b>TOTAL OPERATING AND PROGRAM EXPENSES</b>	<b>1,244,396</b>	<b>1,246,031</b>	<b>1,261,143</b>	<b>15,112</b>	<b>1.2%</b>
<b>DEBT REPAYMENT</b>					
DEBT REPAYMENT	329,636	329,636	348,852	19,216	5.8%
DEBT PAYMENT - INTEREST	144,745	144,745	125,018	(19,727)	(13.6%)
<b>TOTAL DEBT REPAYMENT</b>	<b>474,381</b>	<b>474,381</b>	<b>473,870</b>	<b>(511)</b>	<b>(0.1%)</b>
<b>CAPITAL</b>					
CAPITAL - BUILDING	105,200	68,000	20,000	(48,000)	(70.6%)
CAPITAL - EQUIPMENT	24,005	27,000	30,118	3,118	11.5%
CAPITAL - FURNISHINGS	8,000	8,000	32,945	24,945	311.8%
<b>TOTAL CAPITAL</b>	<b>137,205</b>	<b>103,000</b>	<b>83,063</b>	<b>(19,937)</b>	<b>(19.4%)</b>
<b>OTHER</b>					
CONTRIBUTIONS FROM RESERVE	(105,200)	(68,000)	(63,728)	4,272	(6.3%)
<b>TOTAL OTHER</b>	<b>(105,200)</b>	<b>(68,000)</b>	<b>(63,728)</b>	<b>4,272</b>	<b>(6.3%)</b>
<b>TOTAL WFL - TILLSONBURG</b>	<b>1,764,754</b>	<b>1,719,010</b>	<b>2,004,779</b>	<b>285,769</b>	<b>16.6%</b>

## WOODINGFORD LODGE 2018 SUMMARY PER DIEM REPORT

	2017 FORECAST	2017 BUDGET	2018 BUDGET	PER DIEM 2017 FORECAST	PER DIEM 2017 BUDGET	PER DIEM 2018 BUDGET
<b>NURSING AND PERSONAL</b>						
FUNDING						
MINISTRY	(8,859,838)	(8,748,108)	(9,050,133)	(106.17)	(104.83)	(108.75)
<b>TOTAL FUNDING</b>	<b>(8,859,838)</b>	<b>(8,748,108)</b>	<b>(9,050,133)</b>	<b>(106.17)</b>	<b>(104.83)</b>	<b>(108.75)</b>
EXPENSES						
OPERATING EXPENSES	13,587,330	13,461,300	14,706,403	162.82	161.31	176.72
<b>TOTAL EXPENSES</b>	<b>13,587,330</b>	<b>13,461,300</b>	<b>14,706,403</b>	<b>162.82</b>	<b>161.31</b>	<b>176.72</b>
<b>TOTAL</b>	<b>4,727,492</b>	<b>4,713,192</b>	<b>5,656,270</b>	<b>56.65</b>	<b>56.48</b>	<b>67.97</b>
<b>PROGRAM SUPPORT AND SERVICES</b>						
FUNDING						
MINISTRY	(991,152)	(974,400)	(993,876)	(11.88)	(11.68)	(11.94)
OTHER	(3,800)			(0.05)		
<b>TOTAL FUNDING</b>	<b>(994,952)</b>	<b>(974,400)</b>	<b>(993,876)</b>	<b>(11.92)</b>	<b>(11.68)</b>	<b>(11.94)</b>
EXPENSES						
OPERATING EXPENSES	1,185,489	1,187,881	1,207,645	14.21	14.23	14.51
<b>TOTAL EXPENSES</b>	<b>1,185,489</b>	<b>1,187,881</b>	<b>1,207,645</b>	<b>14.21</b>	<b>14.23</b>	<b>14.51</b>
<b>TOTAL</b>	<b>190,537</b>	<b>213,481</b>	<b>213,769</b>	<b>2.28</b>	<b>2.56</b>	<b>2.57</b>
<b>RAW FOOD</b>						
FUNDING						
MINISTRY	(727,967)	(703,176)	(748,956)	(8.72)	(8.43)	(9.00)
<b>TOTAL FUNDING</b>	<b>(727,967)</b>	<b>(703,176)</b>	<b>(748,956)</b>	<b>(8.72)</b>	<b>(8.43)</b>	<b>(9.00)</b>
EXPENSES						
OPERATING EXPENSES	793,528	787,395	803,612	9.51	9.44	9.66
<b>TOTAL EXPENSES</b>	<b>793,528</b>	<b>787,395</b>	<b>803,612</b>	<b>9.51</b>	<b>9.44</b>	<b>9.66</b>
<b>TOTAL</b>	<b>65,561</b>	<b>84,219</b>	<b>54,656</b>	<b>0.79</b>	<b>1.01</b>	<b>0.66</b>
<b>OTHER ACCOMMODATIONS</b>						
FUNDING						
MINISTRY	(162,679)	(72,074)	(114,823)	(1.95)	(0.86)	(1.38)
RESIDENT	(5,564,433)	(5,568,427)	(5,670,464)	(66.68)	(66.73)	(68.14)
OTHER			(2,000)			(0.02)
<b>TOTAL FUNDING</b>	<b>(5,727,112)</b>	<b>(5,640,501)</b>	<b>(5,787,287)</b>	<b>(68.63)</b>	<b>(67.59)</b>	<b>(69.54)</b>
EXPENSES						
OPERATING EXPENSES	8,475,488	8,519,896	8,552,607	101.57	102.10	102.77
<b>TOTAL EXPENSES</b>	<b>8,475,488</b>	<b>8,519,896</b>	<b>8,552,607</b>	<b>101.57</b>	<b>102.10</b>	<b>102.77</b>
<b>TOTAL</b>	<b>2,748,376</b>	<b>2,879,395</b>	<b>2,765,320</b>	<b>32.94</b>	<b>34.51</b>	<b>33.23</b>
<b>DEBT REPAYMENT</b>						
FUNDING						
MINISTRY	(861,300)	(861,300)	(861,300)	(10.32)	(10.32)	(10.35)
<b>TOTAL FUNDING</b>	<b>(861,300)</b>	<b>(861,300)</b>	<b>(861,300)</b>	<b>(10.32)</b>	<b>(10.32)</b>	<b>(10.35)</b>
EXPENSES						
OPERATING EXPENSES	2,268,046	2,268,047	2,231,860	27.18	27.18	26.82



## WOODINGFORD LODGE 2018 SUMMARY PER DIEM REPORT

	2017 FORECAST	2017 BUDGET	2018 BUDGET	PER DIEM 2017 FORECAST	PER DIEM 2017 BUDGET	PER DIEM 2018 BUDGET
<b>TOTAL EXPENSES</b>	2,268,046	2,268,047	2,231,860	27.18	27.18	26.82
<b>TOTAL</b>	1,406,746	1,406,747	1,370,560	16.86	16.86	16.47
<b>TOTAL</b>	<b>9,138,712</b>	<b>9,297,034</b>	<b>10,060,575</b>	<b>109.51</b>	<b>111.41</b>	<b>120.89</b>

	2017 FORECAST	2017 BUDGET	2018 BUDGET	PER DIEM 2017 FORECAST	PER DIEM 2017 BUDGET	PER DIEM 2018 BUDGET
<b>NURSING AND PERSONAL</b>						
FUNDING						
MINISTRY	(6,138,176)	(6,056,508)	(6,290,693)	(104.82)	(103.42)	(107.72)
<b>TOTAL FUNDING</b>	<b>(6,138,176)</b>	<b>(6,056,508)</b>	<b>(6,290,693)</b>	<b>(104.82)</b>	<b>(103.42)</b>	<b>(107.72)</b>
EXPENSES						
OPERATING EXPENSES	9,255,946	9,213,856	9,959,985	158.06	157.34	170.55
<b>TOTAL EXPENSES</b>	<b>9,255,946</b>	<b>9,213,856</b>	<b>9,959,985</b>	<b>158.06</b>	<b>157.34</b>	<b>170.55</b>
<b>TOTAL</b>	<b>3,117,770</b>	<b>3,157,348</b>	<b>3,669,292</b>	<b>53.24</b>	<b>53.92</b>	<b>62.83</b>
<b>PROGRAM SUPPORT AND SERVICES</b>						
FUNDING						
MINISTRY	(695,167)	(683,416)	(697,076)	(11.87)	(11.67)	(11.94)
OTHER	(3,800)	-	-	(0.06)	-	-
<b>TOTAL FUNDING</b>	<b>(698,967)</b>	<b>(683,416)</b>	<b>(697,076)</b>	<b>(11.94)</b>	<b>(11.67)</b>	<b>(11.94)</b>
EXPENSES						
OPERATING EXPENSES	817,438	811,687	821,380	13.96	13.86	14.06
<b>TOTAL EXPENSES</b>	<b>817,438</b>	<b>811,687</b>	<b>821,380</b>	<b>13.96</b>	<b>13.86</b>	<b>14.06</b>
<b>TOTAL</b>	<b>118,471</b>	<b>128,271</b>	<b>124,304</b>	<b>2.02</b>	<b>2.19</b>	<b>2.13</b>
<b>RAW FOOD</b>						
FUNDING						
MINISTRY	(510,859)	(493,464)	(525,588)	(8.72)	(8.43)	(9.00)
<b>TOTAL FUNDING</b>	<b>(510,859)</b>	<b>(493,464)</b>	<b>(525,588)</b>	<b>(8.72)</b>	<b>(8.43)</b>	<b>(9.00)</b>
EXPENSES						
OPERATING EXPENSES	549,494	549,494	554,770	9.38	9.38	9.50
<b>TOTAL EXPENSES</b>	<b>549,494</b>	<b>549,494</b>	<b>554,770</b>	<b>9.38</b>	<b>9.38</b>	<b>9.50</b>
<b>TOTAL</b>	<b>38,635</b>	<b>56,030</b>	<b>29,182</b>	<b>0.66</b>	<b>0.96</b>	<b>0.50</b>
<b>OTHER ACCOMMODATIONS</b>						
FUNDING						
MINISTRY	(126,771)	(65,448)	(88,228)	(2.16)	(1.12)	(1.51)
RESIDENT	(3,886,428)	(3,888,587)	(3,963,802)	(66.37)	(66.40)	(67.87)
OTHER	-	-	(2,000)	-	-	(0.03)
<b>TOTAL FUNDING</b>	<b>(4,013,199)</b>	<b>(3,954,035)</b>	<b>(4,054,030)</b>	<b>(68.53)</b>	<b>(67.52)</b>	<b>(69.42)</b>
EXPENSES						
OPERATING EXPENSES	5,625,557	5,615,589	5,665,135	96.06	95.89	97.01
<b>TOTAL EXPENSES</b>	<b>5,625,557</b>	<b>5,615,589</b>	<b>5,665,135</b>	<b>96.06</b>	<b>95.89</b>	<b>97.01</b>
<b>TOTAL</b>	<b>1,612,358</b>	<b>1,661,554</b>	<b>1,611,105</b>	<b>27.53</b>	<b>28.37</b>	<b>27.59</b>
<b>DEBT REPAYMENT</b>						
FUNDING						
MINISTRY	(604,428)	(604,428)	(604,428)	(10.32)	(10.32)	(10.35)
<b>TOTAL FUNDING</b>	<b>(604,428)</b>	<b>(604,428)</b>	<b>(604,428)</b>	<b>(10.32)</b>	<b>(10.32)</b>	<b>(10.35)</b>
EXPENSES						



## WFL - WOODSTOCK 2018 SUMMARY PER DIEM REPORT

	2017 FORECAST	2017 BUDGET	2018 BUDGET	PER DIEM 2017 FORECAST	PER DIEM 2017 BUDGET	PER DIEM 2018 BUDGET
OPERATING EXPENSES	1,287,702	1,287,703	1,252,575	21.99	21.99	21.45
<b>TOTAL EXPENSES</b>	<b>1,287,702</b>	<b>1,287,703</b>	<b>1,252,575</b>	<b>21.99</b>	<b>21.99</b>	<b>21.45</b>
TOTAL	683,274	683,275	648,147	11.67	11.67	11.10
<b>TOTAL</b>	<b>5,570,508</b>	<b>5,686,478</b>	<b>6,082,030</b>	<b>95.12</b>	<b>97.11</b>	<b>104.14</b>



## WFL - INGERSOLL AND TILLSONBURG 2018 SUMMARY PER DIEM REPORT

	2017 FORECAST	2017 BUDGET	2018 BUDGET	PER DIEM 2017 FORECAST	PER DIEM 2017 BUDGET	PER DIEM 2018 BUDGET
<b>NURSING AND PERSONAL</b>						
FUNDING						
MINISTRY	(1,350,798)	(1,302,240)	(1,403,828)	(108.55)	(104.65)	(113.12)
<b>TOTAL FUNDING</b>	<b>(1,350,798)</b>	<b>(1,302,240)</b>	<b>(1,403,828)</b>	<b>(108.55)</b>	<b>(104.65)</b>	<b>(113.12)</b>
EXPENSES						
OPERATING EXPENSES	2,146,586	2,142,460	2,367,318	172.50	172.17	190.76
<b>TOTAL EXPENSES</b>	<b>2,146,586</b>	<b>2,142,460</b>	<b>2,367,318</b>	<b>172.50</b>	<b>172.17</b>	<b>190.76</b>
<b>TOTAL</b>	<b>795,788</b>	<b>840,220</b>	<b>963,490</b>	<b>63.95</b>	<b>67.52</b>	<b>77.64</b>
<b>PROGRAM SUPPORT AND SERVICES</b>						
FUNDING						
MINISTRY	(147,992)	(145,492)	(148,400)	(11.89)	(11.69)	(11.96)
<b>TOTAL FUNDING</b>	<b>(147,992)</b>	<b>(145,492)</b>	<b>(148,400)</b>	<b>(11.89)</b>	<b>(11.69)</b>	<b>(11.96)</b>
EXPENSES						
OPERATING EXPENSES	182,858	187,965	192,545	14.69	15.10	15.52
<b>TOTAL EXPENSES</b>	<b>182,858</b>	<b>187,965</b>	<b>192,545</b>	<b>14.69</b>	<b>15.10</b>	<b>15.52</b>
<b>TOTAL</b>	<b>34,866</b>	<b>42,473</b>	<b>44,145</b>	<b>2.80</b>	<b>3.41</b>	<b>3.56</b>
<b>RAW FOOD</b>						
FUNDING						
MINISTRY	(108,554)	(104,856)	(111,684)	(8.72)	(8.43)	(9.00)
<b>TOTAL FUNDING</b>	<b>(108,554)</b>	<b>(104,856)</b>	<b>(111,684)</b>	<b>(8.72)</b>	<b>(8.43)</b>	<b>(9.00)</b>
EXPENSES						
OPERATING EXPENSES	122,642	119,213	124,421	9.86	9.58	10.03
<b>TOTAL EXPENSES</b>	<b>122,642</b>	<b>119,213</b>	<b>124,421</b>	<b>9.86</b>	<b>9.58</b>	<b>10.03</b>
<b>TOTAL</b>	<b>14,088</b>	<b>14,357</b>	<b>12,737</b>	<b>1.13</b>	<b>1.15</b>	<b>1.03</b>
<b>OTHER ACCOMMODATIONS</b>						
FUNDING						
MINISTRY	(3,568)	12,820	3,896	(0.29)	1.03	0.31
RESIDENT	(859,534)	(861,043)	(875,136)	(69.07)	(69.19)	(70.52)
<b>TOTAL FUNDING</b>	<b>(863,102)</b>	<b>(848,223)</b>	<b>(871,240)</b>	<b>(69.36)</b>	<b>(68.16)</b>	<b>(70.20)</b>
EXPENSES						
OPERATING EXPENSES	1,444,285	1,465,192	1,447,655	116.06	117.74	116.65
<b>TOTAL EXPENSES</b>	<b>1,444,285</b>	<b>1,465,192</b>	<b>1,447,655</b>	<b>116.06</b>	<b>117.74</b>	<b>116.65</b>
<b>TOTAL</b>	<b>581,183</b>	<b>616,969</b>	<b>576,415</b>	<b>46.70</b>	<b>49.58</b>	<b>46.45</b>
<b>DEBT REPAYMENT</b>						
FUNDING						
MINISTRY	(128,436)	(128,436)	(128,436)	(10.32)	(10.32)	(10.35)
<b>TOTAL FUNDING</b>	<b>(128,436)</b>	<b>(128,436)</b>	<b>(128,436)</b>	<b>(10.32)</b>	<b>(10.32)</b>	<b>(10.35)</b>
EXPENSES						
OPERATING EXPENSES	505,963	505,963	505,416	40.66	40.66	40.73
<b>TOTAL EXPENSES</b>	<b>505,963</b>	<b>505,963</b>	<b>505,416</b>	<b>40.66</b>	<b>40.66</b>	<b>40.73</b>



## WFL - INGERSOLL AND TILLSONBURG 2018 SUMMARY PER DIEM REPORT

	2017 FORECAST	2017 BUDGET	2018 BUDGET	PER DIEM 2017 FORECAST	PER DIEM 2017 BUDGET	PER DIEM 2018 BUDGET
<b>TOTAL</b>	377,527	377,527	376,980	30.34	30.34	30.38
<b>TOTAL</b>	<b>1,803,452</b>	<b>1,891,546</b>	<b>1,973,767</b>	<b>144.93</b>	<b>152.00</b>	<b>159.05</b>