



PARTNER PROFILE

Providence Care

- St. Mary's of the Lake
- Mental Health Services
- Providence Manor
- St. Vincent-de-Paul (Brockville)



340 Union Street
Kingston, ON K7L 5A2

(513) 544-5220
www.providencecare.ca

Chair

Larry Norman

Network Representative

Gerry Hopkins

Chief Executive Officer

Cathy Dunne

Multi-Year Funding Profile
(St. Vincent de Paul site listed in parentheses)

2005-06: \$78,267,500 (\$6,481,500)
2006-07: \$80,385,500 (\$6,649,500)
2007-08: \$82,095,000 (\$6,784,500)

Number of Staff:

1069 FTE

Providence Care is the leading, regional provider of non-acute health care in Southeastern Ontario and a centre for related teaching and research. Providence offers patient care services at four sites.

Complex continuing care is provided for adults who require 24-hour nursing care and can benefit from a multidisciplinary program. Care for these patients is provided at both the St. Mary's of the Lake site (Kingston) as well as the St. Vincent de Paul Hospital site (Brockville).

Providence Care provides long-term care for people at Providence Manor (Kingston) as well as through several community programs. Providence Manor is a 243-bed facility intended for those patients whose medical conditions are stable but still require 24-hour care. Providence Care is also responsible for palliative care services in both Kingston and Brockville. In addition, Providence Care manages the Southeastern Regional Geriatric Program based at St. Mary's of the Lake (Kingston).

Rehabilitation medicine and therapies are provided by Providence based in both St. Mary's of the Lake Hospital (Kingston) and St. Vincent de Paul Hospital (Brockville). Staff of Providence Care also provide rehabilitation services in acute-care hospitals, long-term care facilities and community settings throughout the region.

Providence Care Mental Health Services is a regional provider of specialized services for adults with severe and persistent mental illness. The service is affiliated with the Department of Psychiatry at Queen's University. The Mental Health Services provide treatment through three clinical program areas; adult treatment and rehabilitation services, geriatric psychiatry, and forensic psychiatry. Each program offers a full continuum of care – inpatient, outpatient, and community services.

Providence Care - Brockville
Selected Performance Indicators, 1998/99 to 2004/05

Indicator	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005
Corporate Financial Measures							
Global Operating Revenue	9,388,198	6,234,705	6,387,342	6,624,894	7,285,836	7,374,170	8,494,173
Global Operating Expense	10,267,477	6,648,950	6,953,787	6,969,131	7,453,284	7,778,036	8,830,507
Operating Margin	7.00%	13.83%	3.57%	8.99%	9.39%	8.52%	14.30%
Total Margin	-8.44%	-4.96%	-6.65%	-3.08%	-2.01%	-4.71%	-3.40%
% of Non-MOHLTC Revenue	21.55%	24.81%	21.75%	20.23%	18.73%	20.12%	22.54%
Current Ratio	1.3	1.7	1.2	0.8	0.7	0.7	0.7
Working Capital	362,580	613,404	186,340	-292,670	-710,064	-1,003,649	-926,868
Long Term Debt as % of Operating Revenue	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	2.36%
Long Term Investments as % of Operating Revenue	6.89%	0.00%	39.76%	41.60%	40.40%	41.84%	36.59%
Days in Inventory (Turnover)	23	30	27	26	25	22	23
Total Expense by Category							
% of Compensation Expense - Salaries and Wages	66.82%	74.98%	77.11%	75.27%	77.55%	75.92%	79.93%
% of Medical Staff Remuneration Expense	3.16%	0.08%	0.11%	0.16%	0.15%	0.20%	0.12%
% of Medical & Surgical Supplies Expense	2.30%	1.24%	1.21%	1.28%	1.74%	1.53%	1.40%
% of Supplies - Other Expense	6.40%	8.36%	8.49%	8.24%	8.06%	7.76%	6.17%
% of Drugs & Medical Gases Expense	1.42%	1.10%	1.38%	1.61%	1.56%	1.66%	1.30%
% of Equipment Expense	5.11%	6.65%	4.88%	6.06%	3.70%	4.27%	3.61%
% of Referred Out Expense	1.39%	1.06%	1.31%	1.33%	1.11%	1.31%	0.95%
% of Amortization Expense	0.90%	0.28%	0.28%	0.28%	1.42%	1.38%	1.18%
% of Other Expense	12.50%	6.25%	5.22%	5.77%	4.70%	5.98%	5.32%
Activity Measures							
Inpatient Cost per Patient Day	140	174	185	188	188	204	213
Operating Expense per Worked Hour	41	37	39	40	40	43	48
Average MOS & UPP Hourly Rate	26	26	28	28	30	31	37
Administration Expense as % of Operating Expense	17.30%	12.55%	11.79%	11.32%	9.95%	11.96%	18.54%
Equipment Expense as % of Operating Expense	5.56%	7.35%	5.18%	6.51%	3.98%	4.63%	4.00%
% of Hotel of Operating Expense	15.51%	21.45%	21.75%	21.41%	22.20%	21.68%	19.34%
% of Support of Operating Expense	2.12%	0.82%	0.65%	0.61%	0.57%	0.61%	0.95%
Staffing/Productivity							
Total Full Time Equivalents (FTE's)	149	107	105	103	108	105	108
MOS & UPP FTE - Worked	18	18	17	17	18	18	15
MOS & UPP FTE - Benefit	130	89	88	86	89	87	93
MOS & UPP FTE - Purchased	0	0	0	0	0	0	0
% UPP - Facility	87.70%	83.01%	83.68%	83.84%	83.17%	83.07%	85.79%
% UPP in Patient Care Functional Centres	88.38%	90.23%	92.12%	92.47%	89.94%	89.43%	89.69%
% UPP in Inpatient Nursing Functional Centres	92.35%	95.43%	95.91%	96.20%	95.25%	94.53%	94.78%
Clinical Data							
Inpatient Days							
Acute - Inpatient Days	20,912	0	0	0	0	0	0
ICU / CCU Inpatient Days	521	0	0	0	0	0	0
Mental Health - Inpatient Days	0	0	0	0	0	0	0
Rehabilitation - Inpatient Days	0	0	0	0	1,469	1,348	1,445
Chronic Care - Inpatient Days	0	14,315	14,795	14,762	14,473	14,436	14,503
ELDCAP - Inpatient Days	0	0	0	0	0	0	0
Total Inpatient Days	21,433	14,315	14,795	14,762	15,942	15,784	15,948
Inpatient Averages per Day							
Average Acute Daily Patients	57	0	0	0	0	0	0
Average ICU/CCU Daily Patients	1	0	0	0	0	0	0
Mental Health Average Daily Patients	0	0	0	0	0	0	0
Rehab Average Daily Patients	0	0	0	0	4	4	4
Chronic Average Daily Patients	0	39	41	40	40	39	40
ELDCAP Average Daily Patients	0	0	0	0	0	0	0
Total Average Daily Patients	59	39	41	40	44	43	44
Surgical Cases							
Surgical Cases - Inpatient	160	0	0	0	0	0	0
Surgical Cases - Outpatient	1,285	0	0	0	0	0	0
Surgical Cases - Total	1,445	0	0	0	0	0	0
Ambulatory Visits							
Average Daily ER Visits	0	0	0	0	0	0	0
ER Visits	0	0	0	0	0	0	0
D/N Care Visits	1,142	11,228	11,486	10,898	3,463	2,463	2,079
Clinic Visits	14,330	2,548	2,390	2,973	5,551	4,342	4,433
Total Ambulatory Visits	15,472	13,776	13,876	13,871	9,014	6,805	6,512

Providence Care - Kingston
Selected Performance Indicators, 1998/99 to 2004/05

Indicator	1998/1999	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005
Corporate Financial Measures							
Global Operating Revenue	23,716,492	24,994,654	28,331,735	71,090,691	75,609,523	77,793,061	78,388,966
Global Operating Expense	24,539,261	26,382,014	28,722,441	71,362,848	72,402,586	79,032,803	78,159,494
Operating Margin	3.30%	2.65%	7.26%	5.48%	11.43%	6.80%	10.85%
Total Margin	-2.60%	-3.82%	-0.28%	0.34%	3.84%	-1.65%	0.28%
% of Non-MOHLTC Revenue	19.21%	21.56%	17.20%	8.48%	8.48%	8.31%	8.61%
Current Ratio	0.8	0.6	1.3	1.1	1.1	1	1.1
Working Capital	-812,138	-2,630,798	2,256,188	893,907	1,336,137	-781,268	2,609,204
Long Term Debt as % of Operating Revenue	3.82%	3.69%	7.33%	3.48%	2.71%	2.21%	5.18%
Long Term Investments as % of Operating Revenue	0.00%	0.00%	71.95%	31.71%	31.48%	32.27%	32.61%
Days in Inventory (Turnover)	33	30	44	20	22	17	18
Total Expense by Category							
% of Compensation Expense - Salaries and Wages	77.76%	75.80%	76.58%	75.81%	74.75%	76.22%	76.60%
% of Medical Staff Remuneration Expense	0.08%	0.25%	1.22%	5.89%	5.84%	4.78%	4.99%
% of Medical & Surgical Supplies Expense	1.78%	1.73%	1.51%	0.85%	0.83%	0.80%	0.78%
% of Supplies - Other Expense	8.40%	8.94%	8.86%	7.93%	7.15%	7.26%	6.46%
% of Drugs & Medical Gases Expense	1.45%	1.55%	1.39%	1.33%	1.29%	1.34%	1.46%
% of Equipment Expense	3.50%	4.21%	3.19%	2.89%	3.75%	3.26%	3.07%
% of Referred Out Expense	1.72%	1.65%	1.47%	0.98%	1.15%	1.12%	1.49%
% of Amortization Expense	0.00%	0.00%	0.00%	0.00%	0.39%	0.39%	0.51%
% of Other Expense	5.32%	5.87%	5.76%	4.32%	4.85%	4.82%	4.63%
Activity Measures							
Inpatient Cost per Patient Day	167	181	201	259	250	254	243
Operating Expense per Worked Hour	38	40	41	46	46	50	51
Average MOS & UPP Hourly Rate	26	27	28	31	31	33	34
Administration Expense as % of Operating Expense	6.99%	6.74%	9.03%	9.07%	11.49%	11.54%	13.34%
Equipment Expense as % of Operating Expense	3.61%	4.37%	3.34%	2.98%	3.91%	3.42%	3.26%
% of Hotel of Operating Expense	15.98%	15.30%	16.59%	18.04%	17.44%	18.07%	17.88%
% of Support of Operating Expense	1.39%	1.73%	1.95%	2.57%	2.68%	2.59%	2.53%
Staffing/Productivity							
Total Full Time Equivalents (FTE's)	391	401	423	923	934	979	953
MOS & UPP FTE - Worked	49	52	59	149	167	187	189
MOS & UPP FTE - Benefit	342	349	364	774	767	792	764
MOS & UPP FTE - Purchased	0	0	0	0	0	0	0
% UPP - Facility	87.55%	87.01%	86.09%	83.84%	82.08%	80.88%	80.17%
% UPP in Patient Care Functional Centres	90.01%	90.12%	89.87%	88.33%	86.09%	85.46%	85.61%
% UPP in Inpatient Nursing Functional Centres	90.93%	91.43%	91.69%	91.54%	89.36%	89.96%	89.29%
Clinical Data							
Inpatient Days							
Acute - Inpatient Days	0	0	0	0	0	0	0
ICU / CCU Inpatient Days	0	0	0	0	0	0	0
Mental Health - Inpatient Days	0	0	5,274	70,768	70,598	75,431	79,056
Rehabilitation - Inpatient Days	14,231	14,331	14,145	14,149	13,742	13,311	14,768
Chronic Care - Inpatient Days	47,414	44,666	36,879	32,937	33,147	33,174	31,953
ELDCAP - Inpatient Days	0	0	0	0	0	0	0
Total Inpatient Days	61,645	58,997	56,298	117,854	117,487	121,916	125,777
Inpatient Averages per Day							
Average Acute Daily Patients	0	0	0	0	0	0	0
Average ICU/CCU Daily Patients	0	0	0	0	0	0	0
Mental Health Average Daily Patients	0	0	14	194	193	206	217
Rehab Average Daily Patients	39	39	39	39	38	36	40
Chronic Average Daily Patients	130	122	101	90	91	91	88
ELDCAP Average Daily Patients	0	0	0	0	0	0	0
Total Average Daily Patients	169	162	154	323	322	333	345
Surgical Cases							
Surgical Cases - Inpatient	0	0	0	0	0	0	0
Surgical Cases - Outpatient	0	0	0	0	0	0	0
Surgical Cases - Total	0	0	0	0	0	0	0
Ambulatory Visits							
Average Daily ER Visits	0	0	0	0	0	0	0
ER Visits	0	0	0	0	0	0	0
D/N Care Visits	2,204	2,238	2,319	7,292	1,754	2,361	10,500
Clinic Visits	4,344	4,940	8,603	8,346	13,102	49,452	5,513
Total Ambulatory Visits	6,548	7,178	10,922	15,638	14,856	51,813	16,013