



# **Committee of Management for the Elliott Meeting Agenda**

**Consolidated as of June 1, 2018**

**Tuesday, June 5, 2018 – 1:45 p.m.  
Council Chambers, Guelph City Hall, 1 Carden Street**

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**Call to Order – Chair Downer**

**Disclosure of Pecuniary Interest and General Nature Thereof**

**Confirmation of Minutes – March 5, 2018 open meeting minutes**

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**Consent Agenda**

**CME-2018.2 The Elliott Long-Term Care Residence Quarterly Report  
2018-Q1 (Revised Report)**

**Recommendation:**

That the 2018-Q1 Quarterly Report on the operations of the Elliott Long-Term Care Residence, be received.

**Chair and The Elliott Community Staff Announcements**

**Adjournment**



# The Elliott Long-Term Care Residence Report

**TO: Committee of Management**  
**DATE: June 5th, 2018**  
**SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2018-Q1**

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## RECOMMENDATION

That the 2018-Q1 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

## BACKGROUND

The Ontario Long-Term Care Homes Act requires that every municipality within Ontario is required to support a municipal long-term care home. The City of Guelph is meeting this responsibility through a Delegation of Authority Bylaw, assigning the responsibility to operate the City's approved 85-bed long-term care home to The Elliott's Board of Trustees. In addition to the Delegation of Authority By-law, The City and The Elliott have also entered into a Long-Term Care Services Agreement (Services Agreement) that identifies the specific nature of the relationship and sets out the responsibilities of both parties to the Agreement. There is a requirement within the Services Agreement for The Elliott to report quarterly on the operations of the Elliott Long-Term Care Residence (ELTCR).

The Elliott Community operates a campus of care offering retirement and life-lease care and services beyond the ELTCR. As the relationship set out in the Services Agreement pertains strictly to the operations of the ELTCR, this report is only reflective of long-term care operations and does not reflect the retirement and life-lease suites.

## REPORT

In accordance with the provisions within the Services Agreement:

### Attestation of the Responsibilities of The Elliott

The Elliott confirms that to the best of its knowledge, it is,

- (a) Complying with all provisions of the *Municipal Act* relating to local boards;
- (b) Complying with all provisions of the *Elliott Act*;
- (c) Complying with all provisions of the Long-Term Care Homes Act, including, fulfilling the obligations under section 69;
- (d) Complying with all laws, regulations, policies and orders made by any level of government which relate to the operation of The Elliott Long-Term Care Residence;
- (e) Complying with all provisions in the Elliott Delegation of Authority By-law; and,
- (f) Managing a Business Plan and Strategic Plan for The Elliott Long-Term Care Residence.

### **Overview of the Operations**

For the period January to March 2018, the following activities / actions were reported to the Board of Trustees as they relate to the ELTCR:

- On January 17<sup>th</sup> an outbreak was declared in LTC, Wellington and Fountain RHA's with a total of 5 residents affected and 4 staff members. The outbreak was declared over on January 26<sup>th</sup>. The outbreak was respirator in nature and Influenza A was identified.
- The Elliott Community, Long-Term Care will receive one-time funding up to \$25,000 from The Waterloo Wellington Local Health Integration Network (WWLHIN). This funding will be used to support the purchase of bariatric equipment to improve resident care and reduce staff injuries.
- A Property Condition Assessment is currently being completed by Pretium Anderson as approved by the Board of Trustees and will be available as of May 2018.
- There was an unbudgeted expense due to a power surge that occurred during the ice storm that affected the HVAC system. As a result of this incident there will be additional unbudgeted expenses for repairs to the HVAC system in the future. This information has been relayed to Pretium Anderson and will be included in the final report of the property assessment.
- On February 19, 2018 a fire emergency occurred. The fire started in the garbage room on the main floor. The cause of the fire was a result of burnt popcorn that was thrown down the garbage chute. The extreme heat of the popcorn ignited the garbage in the bin. The fire alarm and the sprinkler head located within the garbage room was engaged. Due to the location of the fire, evacuation of residents was not necessary but staff did have to calm residents and reassure them that everything was ok. Damages as a result of the fire were minimal so an insurance claim was not initiated.
- On April 19<sup>th</sup> the Guelph Fire Prevention Officers were on site to conduct the annual fire evacuation. The scenario consisted of a horizontal evacuation involving 22 residents. The residents were moved from Paisley unit to Eramosa unit. With the building design and minimum staffing levels, 4 staff members were required to find the room of fire origin in under 30 seconds, then 5 minutes to evacuate the room and 75 minutes to evacuate the entire unit. Staff passed all phases of the scenario and reached Eramosa in just over 8 minutes for all 22 residents. The Fire Department was very impressed with the communication level amongst staff participating in the scenario during the drill.
- The Annual Quality Improvement Plan (QIP) was submitted to Health Quality Ontario (HQO) by the deadline of April 1, 2018.

As an ongoing effort to improve the transparency of public information related to the Long-Term Care Homes Quality Inspection Program the ministry has developed a comprehensive **Long Term Care Homes Quality Inspection Program Performance Assessment Framework—the LPA**.

The LPA performance information is published on the ministry's public website and consists of four levels:

- In good standing
- Improvement required
- Significant improvement required
- Licence revoked

The LPA combines data from the following sources to arrive at performance levels.

- Compliance Data
- RAI MDS
- LSAA Indicators
- Qualitative Data

The LPA performance information is now live and I am pleased to report that The Elliott, Long-Term Care's performance level is "In good standing".

There have been no conflicts of interest of any Board of Trustee member or employee of The Elliott who is providing services.

There have been no requests for information under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.58.

There are no identified litigations, potential litigations, or claims (insured or uninsured) of any kind at the time of preparing this report.

There are no other issues or matters, in the opinion of the Chair of the Board of Trustees, that require direction from or a decision of the Committee of Management or which the Committee of Management has requested that the Board of Trustees provide a report.

The following represents specific sections of the responsibilities of the Services Agreement.

**Complaints / Concerns**

There are no complaints / concerns to report for the first quarter by The Elliott.

**Critical Incident Reports**

The following critical incident reports / inspections been reported to the MOHLTC during the fourth quarter by The Elliott and have been addressed as follows:

#	Details of Critical Incident Report submitted to MOHLTC	Response from Management	Resolved within The Elliott	MOHLTC Completed Inspection
1.	Disease Outbreak LTC (Respiratory)	Reported to Public Health, protocols initiated, duration from November 9 to January 17, 2018, 3 residents affected. Acute Respiratory Illness (ARI) identified.	Yes	
2.	Incident that causes an injury to a resident for which the resident is hospitalized	A resident sustained an injury (fractured hip) as a result of a fall.	Yes	

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**Inspections from Ministry of Health and Long-Term Care**

There were no inspections conducted during the 2018 – Q1

**Financial Report**

The operating and capital budgets for The Elliott were presented on November 15, 2017 to City Council. The 2018 operating budget of \$1,302,996 and capital budget of \$212,000 were approved as presented. All operating and capital funding reports reflect the allocation of direct and indirect costs reflected in the Services Agreement.

For the three months ending March 31, 2018, the following observations were noted:

- Total revenue of \$1,992,787, which is on budget.
- Employee costs of \$1,261,492 are higher than budget by 1% mainly due to the costs associated with additional Housekeeping staffing to assist during outbreaks.
- Operating Costs of \$562,187 have a 5% negative variance against budget due to the unbudgeted purchase of equipment for bariatric residents. This is expected to be reimbursed by the LHIN at a later date, but this has not yet been recognized as revenue. There is also an unbudgeted expenditure for a property assessment report for the three buildings and grounds. This report is expected to identify the timing and estimated cost for future repairs, which will help with capital budget planning. In addition, a review of current capital assets and their useful lives took place at year-end, which has resulted in a higher expense than budgeted. This negative variance for amortization is expected to continue for the remainder of the year and it is a non-cash transaction.
- Overall, the operations of The Elliott Community has a positive variance of \$113,460.
- The calculation of funding from The City of Guelph, as it relates to the funding of the Other Accommodation Envelope, has a \$43,040 negative variance. This variance is due to the aforementioned reasons for negative variances. This will be monitored in the coming months and it is the responsibility of management to mitigate this from other operations if the negative variance continues.

The Statement of Revenue and Expenses for the Operating Budget and the City funding formula are enclosed for reference.

**Prepared By:**

**Michelle Karker**  
CEO

**Approved By:**

**E.J. Stross**  
Chair, Board of Trustees

**THE ELLIOTT COMMUNITY**  
**STATEMENT OF OPERATIONS**  
**Long Term Care**  
**For the Three Months Ending March 31, 2018**

	Year To Date			
	Budget \$	Actual \$	Variance	
<b><u>REVENUE</u></b>				
<b>Accommodation:</b>				
Long Term Care - Basic	436,500	432,383	(4,117)	(1%)
Long Term Care - Preferred	110,573	111,650	1,077	1%
	<u>547,073</u>	<u>544,033</u>	<u>(3,040)</u>	<u>(1%)</u>
<b>Government Subsidy - LTC:</b>				
Provincial - LTC Subsidy	1,057,065	1,055,745	(1,320)	(0%)
Provincial - BSO / Physio / Other	33,962	36,408	2,446	7%
City of Guelph - LTC Operations	325,749	325,749	0	0%
	<u>1,416,776</u>	<u>1,417,902</u>	<u>1,126</u>	<u>0%</u>
<b>Other Revenue:</b>				
Fees and Recoveries	10,131	9,779	(352)	(3%)
Amort. of Def'd Contributions	15,338	16,734	1,396	9%
Other Revenue	948	4,339	3,391	358%
	<u>26,417</u>	<u>30,852</u>	<u>4,435</u>	<u>17%</u>
<b>Total Revenue</b>	<b><u>1,990,267</u></b>	<b><u>1,992,787</u></b>	<b><u>2,520</u></b>	<b><u>0%</u></b>
<b><u>EXPENSES</u></b>				
<b>Employee Costs:</b>				
Wages and Salaries	1,016,004	1,024,595	(8,592)	(1%)
Employee Benefits	233,376	236,897	(3,521)	(2%)
	<u>1,249,380</u>	<u>1,261,492</u>	<u>(12,112)</u>	<u>(1%)</u>
<b>Operating Costs:</b>				
Supplies	135,823	131,234	4,589	3%
Facility Costs	98,426	91,875	6,550	7%
Interest & Financing Fees	91,009	92,709	(1,701)	(2%)
Equipment	56,282	73,097	(16,815)	(30%)
Purchased Services	46,895	59,461	(12,566)	(27%)
Administrative & Other	8,303	10,331	(2,027)	(24%)
Amortization of Capital Assets	96,010	102,955	(6,945)	(7%)
Accretion of Def'd Financing Costs	525	524	1	0%
	<u>533,272</u>	<u>562,187</u>	<u>(28,915)</u>	<u>(5%)</u>
<b>Total Expenses</b>	<b><u>1,782,651</u></b>	<b><u>1,823,679</u></b>	<b><u>(41,027)</u></b>	<b><u>(2%)</u></b>
<b>SURPLUS / (DEFICIT)</b>	<b><u>207,615</u></b>	<b><u>169,108</u></b>	<b><u>(38,507)</u></b>	

**THE ELLIOTT COMMUNITY**  
**STATEMENT OF OPERATIONS**  
**Long Term Care - OA Envelope**  
**For the Three Months Ending March 31, 2018**

	Year To Date			
	Budget \$	Actual \$	Variance	
<b><u>REVENUE</u></b>				
<b>Accommodation:</b>				
Basic	436,500	432,383	(4,117)	(1%)
Preferred	110,573	111,650	1,077	1%
Provincial Subsidy - MOHLTC	76,842	75,522	(1,320)	(2%)
Municipal Subsidy - City of Guelph	331,949	331,911	(38)	(0%)
	<u>955,864</u>	<u>951,466</u>	<u>(4,398)</u>	<u>(0%)</u>
<b>Other Revenue:</b>				
Fees & Recoveries	231	702	471	204%
Cable Television Fees	7,050	6,564	(486)	(7%)
Telephone Fees	3,000	2,845	(155)	(5%)
Amortiz. of Def'd Contributions	15,338	16,734	1,396	9%
Donations / Grants	600	0	(600)	(100%)
Other Revenue	198	4,742	4,544	2,295%
	<u>26,417</u>	<u>31,587</u>	<u>5,170</u>	<u>20%</u>
<b>Total Revenue</b>	<b><u>982,281</u></b>	<b><u>983,053</u></b>	<b><u>772</u></b>	<b><u>0%</u></b>
<b><u>EXPENSES</u></b>				
<b>Employee Costs:</b>				
Wages and Salaries	324,643	341,400	(16,757)	(5%)
Employee Benefits	79,842	84,712	(4,870)	(6%)
	<u>404,485</u>	<u>426,112</u>	<u>(21,627)</u>	<u>(5%)</u>
<b>Operating Costs:</b>				
Amortization of Assets & Fees	96,535	103,479	(6,944)	(7%)
Supplies	31,140	31,053	87	0%
Facility Costs	98,426	91,875	6,551	7%
Financing & Service Fees	91,009	92,709	(1,700)	(2%)
Equipment	35,001	49,733	(14,732)	(42%)
Purchased Services	22,004	24,389	(2,385)	(11%)
Administrative & Other	6,803	9,865	(3,062)	(45%)
	<u>380,918</u>	<u>403,103</u>	<u>(22,185)</u>	<u>(6%)</u>
<b>Total Expenses</b>	<b><u>785,403</u></b>	<b><u>829,215</u></b>	<b><u>(43,812)</u></b>	<b><u>(6%)</u></b>
<b>SURPLUS / (DEFICIT)</b>	<b><u>196,878</u></b>	<b><u>153,838</u></b>	<b><u>(43,040)</u></b>	<b><u>(22%)</u></b>