



Committee of Management for the Elliott Meeting Agenda

**Monday, March 5, 2018 – 1:00 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 – December 4, 2017 open meeting minutes

Consent Agenda

2018 Committee of the Management for the Elliott Meeting dates

**CME-2018.1 The Elliott Long-Term Care Residence Quarterly Report
2017-Q4**

Recommendation:

That the 2017-Q4 Quarterly Report on the operations of the Elliott Long-Term Care Residence, be received.

Adjournment



**Minutes of Committee of Management for the Elliott
Held in the Council Chambers, Guelph City Hall on
Monday, December 4, 2017 at 1:30 p.m.**

Attendance

Council: Chair C. Downer
Mayor C. Guthrie
Councillor C. Billings
Councillor J. Gordon
Councillor A. Van Hellemond

Also Present: Councillor B. Bell
Councillor D. Gibson

Staff: Mr. T. Lee, Deputy CAO, Corporate Services
Mr. S. O'Brien, City Clerk
Ms. D. Black, Council Committee Coordinator

Others Present: Sherri Enns, Acting Chief Executive Officer, The Elliott Community

Call to Order

Chair Downer called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Billings
Seconded by Councillor Gordon

That the open meeting minutes of the Committee of Management for the Elliott held on December 4, 2017 be confirmed as recorded.

Voting in Favour: Mayor Guthrie, Councillors Billings, Downer, Gordon, Salisbury, and Van Hellemond (5)

Voting Against: (0)

Carried

Items for Discussion

CME-2017.4 The Elliott Long-Term Care Residence Quarterly Report 2017-Q3

2. Moved by Mayor Guthrie
Seconded by Councillor Van Hellemond
-

That the 2017-Q3 Quarterly Report on the operations of the Elliott Long-Term Care Residence, be received.

Voting in Favour: Mayor Guthrie, Councillors Billings, Downer, Gordon, Salisbury, and Van Hellemond (5)

Voting Against: (0)

Carried

Adjournment (1:37 p.m.)

3. Moved by Councillor Billings
Seconded by Councillor Van Hellemond

That the meeting be adjourned.

Carried

Stephen O'Brien – City Clerk



The Elliott Long-Term Care Residence Report

TO: Committee of Management
DATE: March 5, 2018
SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2017-Q4

RECOMMENDATION

That the 2017-Q4 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 October to December 2017, the following activities / actions were reported to the Board of Trustees as they relate to the ELTCR:

- Our annual “Health and Wellness Expo” was held in the community center on October 19, 2017. It was well attended by both residents and staff. There were twelve vendors in attendance offering a variety of services and information. This event was aligned with a “flu shot” clinic for staff as well as a “mask fit testing” clinic. Classic Care Pharmacy also provided a “flu shot” clinic for our residents within the community.
- Our newest Trustees, Stephanie Kibbee and Lisa Wooley were appointed by City Council and orientation of these members was completed by the Acting CEO and Board Chair in January 2018.
- The 2017 Resident Satisfaction Surveys were circulated to all residents within our community. Based on the responses that were received from Long-term care, 98% of residents are satisfied with the quality of care received and 98% of residents would recommend The Elliott to family and friends.
- On November 17th The Elliott hosted the Long-term care AdvantAge Ontario Region 3 AGM with over 40 people in attendance. The guest speaker was Shelle Rose Charvet. Shelle is an international keynote speaker, business consultant, trainer and columnist. Shelly shared her knowledge and insight regarding communication and influence. The dietary staff once again showcased their expertise by serving an amazing lunch.
- On January 1, 2014, the Ontario Fire Code (OFC) was amended to require the retrofit of automatic fire sprinklers in all care occupancies by January 1, 2019. The Ministry of Seniors Affairs (MSA) launched a new funding program based on a cost-shared model. Successful applicants will receive funding for a portion of the cost of installing automatic sprinklers. All licensed retirement homes that apply to the program are expected to demonstrate their inability to otherwise afford the cost of installing automatic fire sprinklers as part of their eligibility. After consulting with the Director of Public Policy at Advantage Ontario the decision was made to apply for reimbursement costs through the Ministry of Seniors Affairs. Our application will focus on financial hardship where we will demonstrate the inability to afford the cost of installing sprinklers based on our current financial status. The first step in the application process is to indicate our intent to apply. This was submitted prior to the December 1st deadline.
- On December 3rd we held our Annual Long Service Recognition Dinner and celebrated milestones from 5 years to 25 years and beyond. The event was well attended with more than 50 guests, Senior Leadership Team and our Board Chair. Honourees receive monetary recognition (\$10 per year of service), a personalized memento, as well as a celebratory dinner for themselves and a guest.
- In response to budget approval by City Council on December 5th Town Hall Meetings were held on December 12th. The meetings were held at six times throughout the day to accommodate staff working all shifts. This was a great opportunity to share with the staff the 2018 budget results, resident satisfaction survey results, changes to Bill 148 (Fairer Workplaces, Better Jobs Act), Christmas gift cards, new identification badges, fundraising update and CARF Accreditation Survey. The meetings were well attended and well received. This was also an opportunity to thank staff for their hard work and dedication, making The Elliott Community a desirable place to work and live.

- The Senior Leadership Team is preparing for our next accreditation survey. Our “Intent to Survey” was submitted in December for the survey to be scheduled May/June 2018.
- Resident Council Meetings for Long-term care, Retirement and Life lease were held monthly. Concerns that were brought forward were addressed in a timely manner.
- Significant capital improvements and repairs continue to be made in all areas of the facility. Capital projects completed this quarter include refurbishing of the dietary dish room, refurbishing of the Ellington stairwells, automatic closures on the patio doors in long-term care and steam boiler repairs. Other repairs included a domestic hot water boiler located in the penthouse, a heat pump unit and an aluminum drainage pipe at The Ellridge.

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

The following complaints / concerns have been received during the fourth quarter by The Elliott and have been addressed as follows:

#	Details of Complaint / Concern	Response from Management	Resolved within The Elliott	Reported to the MOHLTC
1.	A residents Daughter expressed concern regarding bruising that occurred after blood was drawn.	The incident was addressed with the lab technician. The incident was then escalated to the administrator who notified the clinical services manager, who in turn notified the lab physician. Following the investigation measures were put into place to prevent further incident of this nature.	✓	

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:



The Elliott Long-Term Care Residence Report

#	Details of Critical Incident Report submitted to MOHLTC	Response from Management	Resolved within The Elliott	MOHLTC Completed Inspection
1.	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.	✓	
2.	Disease Outbreak LTC (Respiratory)	Reported to Public Health, protocols initiated, duration from November 9 to November 16, 2017, 2 residents affected. No confirmed virus identified.	✓	
3.	Disease Outbreak Retirement (Respiratory)	Reported to Public Health, protocols initiated, duration from November 16 to November 29, 2017, 3 residents affected. No confirmed virus identified.	✓	
4.	Incident that causes an injury to a resident for which the resident is hospitalized	A resident sustained an injury (fractured pelvis) as a result of a fall.	✓	

Inspections from Ministry of Health and Long-Term Care

There were no inspections conducted during the 2017 – Q4

Financial Report

The operating and capital budgets for The Elliott were presented on November 16, 2016 to City Council. The 2017 operating budget of \$1,277,448 and capital budget of \$211,561 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 year ending December 31, 2017, the following observations were noted:

- Total revenue of \$8,240,910, with a positive variance of 6%, due to unbudgeted Other Revenue received to offset the cost of the dhp Technology project (University of Guelph study), funding increases from the Ministry of Health and Long-Term Care being higher than budgeted, and a one-time adjustment to correct the Amortization of Deferred Contributions
- Employee costs of \$5,233,219 are higher than budget by 2% due to the costs associated with vacation coverage and staffing restrictions during outbreaks
- Operating Costs of \$2,438,542 have a 18% positive variance against budget due to an increase the amortization length for the Elliott building, as recommended by the external auditors. Partially offsetting this are unbudgeted costs relating to the aforementioned dhp Technology project, the rising costs of medical supplies and incontinence products, and recruitment costs for the vacant CEO position
- Overall, the operations of The Elliott Community are a positive variance of \$1,379,969



The Elliott Long-Term Care Residence Report

- The calculation of funding from the City of Guelph as it relates to the funding of the Other Accommodation Envelope has a \$641,104 positive variance. This variance is due to the changes in amortization length for the Elliott building and the one-time correction in Amortization of Deferred Contributions. These are non-cash transactions and do not mean that The Elliott's need for City funding through the operating and capital budgets can be reduced
- Several capital expenditures have been made throughout the year and will be amortized over several years, as according to The Elliott's policy
- The Statement of Revenue and Expenses for the Operating Budget and the City funding formula are enclosed for reference.

Prepared By:

**Sherri Enns
Acting CEO**

Approved By:

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

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care
For the Year Ending December 31, 2017

	Year To Date			
	Budget \$	Actual \$	Variance	
<u>REVENUE</u>				
Accommodation:				
Long Term Care - Basic	1,723,529	1,751,962	28,433	2%
Long Term Care - Preferred	401,730	434,596	32,866	8%
	<u>2,125,259</u>	<u>2,186,558</u>	<u>61,299</u>	<u>3%</u>
Government Subsidy - LTC:				
Provincial - LTC Subsidy	4,134,504	4,421,334	286,830	7%
Provincial - BSO / Physio / Other	122,088	128,567	6,479	5%
City of Guelph - LTC Operations	1,277,448	1,277,448	0	0%
	<u>5,534,040</u>	<u>5,827,349</u>	<u>293,309</u>	<u>5%</u>
Other Revenue:				
Fees and Recoveries	41,218	41,094	(124)	(0%)
Amort. of Def'd Contributions	42,350	101,481	59,131	140%
Other Revenue	6,360	84,428	78,068	1,227%
	<u>89,928</u>	<u>227,003</u>	<u>137,075</u>	<u>152%</u>
Total Revenue	<u><u>7,749,227</u></u>	<u><u>8,240,910</u></u>	<u><u>491,683</u></u>	<u><u>6%</u></u>
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	4,186,455	4,286,106	(99,651)	(2%)
Employee Benefits	954,579	947,113	7,466	1%
	<u>5,141,034</u>	<u>5,233,219</u>	<u>(92,185)</u>	<u>(2%)</u>
Operating Costs:				
Supplies	508,400	532,940	(24,540)	(5%)
Facility Costs	404,735	394,128	10,606	3%
Interest & Financing Fees	386,826	379,669	7,157	2%
Equipment	411,439	459,073	(47,634)	(12%)
Purchased Services	194,313	216,223	(21,910)	(11%)
Administrative & Other	45,679	26,218	19,461	43%
Amortization of Capital Assets	1,034,404	425,570	608,834	59%
Accretion of Def'd Financing Costs	2,097	4,720	(2,623)	(125%)
	<u>2,987,893</u>	<u>2,438,542</u>	<u>549,351</u>	<u>18%</u>
Total Expenses	<u><u>8,128,926</u></u>	<u><u>7,671,761</u></u>	<u><u>457,166</u></u>	<u><u>6%</u></u>
SURPLUS / (DEFICIT)	<u><u>(379,699)</u></u>	<u><u>569,150</u></u>	<u><u>948,849</u></u>	

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care - OA Envelope
For the Year Ending December 31, 2017

	Year To Date			
	Budget \$	Actual \$	Variance	
<u>REVENUE</u>				
Accommodation:				
Basic	1,723,529	1,751,962	28,433	2%
Preferred	401,730	434,596	32,866	8%
Provincial Subsidy - MOHLTC	309,450	313,719	4,269	1%
Municipal Subsidy - City of Guelph	1,489,009	1,489,009	0	0%
	<u>3,923,718</u>	<u>3,989,286</u>	<u>65,568</u>	<u>2%</u>
Other Revenue:				
Fees & Recoveries	3,300	10,290	6,990	212%
Cable Television Fees	27,652	28,385	733	3%
Telephone Fees	12,866	11,691	(1,175)	(9%)
Amortiz. of Def'd Contributions	42,350	101,481	59,131	140%
Donations / Grants	4,860	3,730	(1,130)	(23%)
Other Revenue	900	2,100	1,200	133%
	<u>91,928</u>	<u>157,677</u>	<u>65,749</u>	<u>72%</u>
Total Revenue	<u>4,015,646</u>	<u>4,146,963</u>	<u>131,317</u>	<u>3%</u>
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	1,375,386	1,420,093	(44,707)	(3%)
Employee Benefits	348,356	341,488	6,868	2%
	<u>1,723,742</u>	<u>1,761,581</u>	<u>(37,839)</u>	<u>(2%)</u>
Operating Costs:				
Amortization of Assets & Fees	1,036,501	430,290	606,211	58%
Supplies	131,290	125,986	5,304	4%
Facility Costs	404,735	394,128	10,607	3%
Financing & Service Fees	386,826	379,669	7,157	2%
Equipment	270,046	350,752	(80,706)	(30%)
Purchased Services	96,957	114,593	(17,636)	(18%)
Administrative & Other	38,079	21,390	16,689	44%
	<u>2,364,434</u>	<u>1,816,808</u>	<u>547,626</u>	<u>23%</u>
Total Expenses	<u>4,088,176</u>	<u>3,578,389</u>	<u>509,787</u>	<u>12%</u>
SURPLUS / (DEFICIT)	<u>(72,530)</u>	<u>568,574</u>	<u>641,104</u>	