



Committee of Management for the Elliott Meeting Agenda

**Monday, December 2, 2019 – 12:30 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

Open Meeting

Confirmation of Minutes – September 3, 2019 open meeting minutes

Consent Agenda

**CME-2019-4 The Elliott Long-Term Care Residence Quarterly Report
2019-Q3**

Recommendation:

That the 2019-Q3 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

Chair and The Elliott Community Staff Announcements

Adjournment



**Minutes of Committee of Management for the Elliott
Held in the Council Chambers, Guelph City Hall on
Tuesday, September 3, 2019 at 1:33 p.m.**

Attendance

Committee: Chair C. Downer

Mayor C. Guthrie

Councillor P. Allt

Councillor C. Billings

Councillor J. Gordon

Councillor J. Hofland

Councillor D. O'Rourke

Councillor M. Salisbury

Absent: Councillor B. Bell
Councillor D. Gibson
Councillor R. Goller

Councillor M. MacKinnon
Councillor L. Piper

Staff: Mr. T. Lee, Deputy Chief Administrative Officer, Corporate Services
Ms. C. Clack, Deputy Chief Administrative Officer, Public Services
Mr. S. O'Brien, General Manager, City Clerk's Office/City Clerk
Ms. D. Black, Council and Committee Coordinator

Others Present: Ms. M. Karker, Chief Executive Officer, The Elliott Community
Mr. M. Coburn, Director of Finance, The Elliott Community
Mr. D. Kennedy, Secretary/Treasurer, Board of Trustees for the Elliott Community

Call to Order (1:33 p.m.)

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 Allt

That the open meeting minutes of the Committee of Management for the Elliott held on June 4, 2019 be confirmed.

Voting in Favour: Mayor Guthrie, Councillors Allt, Billings, Downer, Gordon, Hofland, O'Rourke and Salisbury (8)

Voting Against: (0)

Carried

Items for Discussion

CME-2019-3 The Elliott Long-Term Care Residence Quarterly Report 2019-Q2

Michelle Karker, Chief Executive Officer, advised they have been provided the opportunity to submit a full application for the Ontario Health Team.

Mark Coburn, Director of Finance, advised that variances were due to adjustments in revenue resulting from provincial funding reductions. He further advised that it is anticipated that variances will be mitigated by the year end reporting for 2019.

Michelle Karker also explained issues regarding the capital budget and reserves and anticipated needs facility needs in coming years.

Colleen Clack, Deputy Chief Administrative Officer, Public Services, advised the City is working with the Elliott Community staff to address funding commitments.

2. Moved by Mayor Guthrie
 Seconded by Councillor O'Rourke

That the 2019-Q2 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

Voting in Favour: Mayor Guthrie, Councillors Allt, Billings, Downer, Gordon, Hofland, O'Rourke, and Salisbury (8)

Voting Against: (0)

Carried

Chair and The Elliott Community Staff Announcements

Ms. Karker, Chief Executive Officer, The Elliott Community, advised of a planned October 9, 2019 grand opening of an accessible patio at the Elliott Community that was funded through an Enabling Accessibility Grant. She invited members of Council to attend and advised that formal invitations would be forthcoming.

Adjournment (1:51 p.m.)

4. Moved by Councillor Allt
Seconded by Councillor Gordon

That the meeting be adjourned.

Carried

Cathy Downer, Chair

Stephen O'Brien, City Clerk



The Elliott Long-Term Care Residence Report

TO: Committee of Management
DATE: December 2, 2019
SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2019-Q3

RECOMMENDATION

That the 2019-Q3 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 July - September 2019, the following activities / actions were reported to the Board of Trustees as they relate to the ELTCR:

- Guelph and Area Ontario Health Team (OHT) submitted a full application to become one of the first OHT's in the province. We will be notified in late November/early December if we have been successful.
- The patio project has now been completed and the grand opening took place on October 9th, 2019. Thank you to Councilors who attended the opening.
- Dedication of The Elliott's Vimy Oak Tree took place on September 12th. The Royal Canadian Legion, Guelph, Branch 234 attended the service along with a number of residents who are veterans.
- The Elliott's 2020 organizational budget was passed by the Board of Trustees and submitted for Council's approval.
- Capital projects and improvements for 2019 are ongoing and no changes have been made to these projects. However, there are now increased costs associated with these projects and we will be taking out a capital lease to cover the costs of these projects.
- The Elliott Community had a resident who left the facility in September without the knowledge of staff. Fortunately, they were found 2.5 hours later by an observant young citizen. Due to the lack of available security footage we were unable to assist police in a timely fashion. It is hoped that a onetime grant will be obtained to install an expanded system to ensure we continue to meet the security and safety needs of all residents.

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 second 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	Family concern about personal care of resident	Addressed issue with family member and adjusted care schedule to better meet resident needs. Family satisfied with response.	Yes	

Critical Incident Reports

There were two critical incident reports that have been reported to the MOHLTC during the third quarter by The Elliott Community:

#	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 Sept 12-20 th , 2019, 3 residents affected.	Yes	
2.	Resident to Resident Abuse	A cognitively impaired resident hurt another resident. Ministry and family contacted. Resident was moved to another home area. Family satisfied with result.	Yes	

Inspections from Ministry of Health and Long-Term Care

There were no inspections conducted during Q3 2019.

Financial Report City of Guelph - For the Nine Months Ending September 30th, 2019

The operating and capital funding requests for The Elliott Community were presented on February 13, 2019 to City Council. The 2019 operating funding of \$1,341,634, capital funding of \$212,000, and Long-Term Care loss of (\$63,888) 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 nine months ending September 30, 2019, the following observations were noted:

- Total revenue of \$6,352,628 was slightly higher than budget due to the receipt of unbudgeted one-time funding relating to reconciliations of previous years performed by the Ministry of Health and Long-Term Care and bulk purchasing rebates being higher than budgeted.
- Employee costs of \$4,392,411 were lower than budget. Due to provincial funding reductions commencing in August, staffing levels have been reduced. In addition, WSIB rates for 2019 were lower than budgeted, leading to lower expenses.
- Operating Costs of \$1,664,482 were lower than budget. These savings related to lower electricity costs, better pricing on the costs of medical supplies, delaying an upgrade of the payroll system, and a reduction in administration costs.
- The calculation of funding from The City of Guelph, as it relates to the funding of the Other Accommodation Envelope, had a \$9,916 positive variance as at September 30.
- Overall, the consolidated operations of The Elliott Community, which include the results of Long-Term Care, Retirement, and Life Lease, had a positive variance of \$388,628.

The funding from the City of Guelph for 2019 is expected to be fully spent by year end.



The Elliott Long-Term Care Residence Report

An extra line is included to reflect what the results would have been if the Elliott building had been amortized over 40 years from inception. The amortization period was adjusted in 2017 from 20 years to 40 years to better reflect its expected life, but has no cash flow impact.

In addition, sections are included to exclude non-cash items and include cash payments to show the cash flow.

The Statement of Operations for Long-Term Care and Other Accommodation are enclosed for reference.

Prepared By:

Approved By:

Michelle Karker
CEO

Bill Koornstra
Chair, Board of Trustees

Attachments:

Attachment 1 – Statement of Operations for LTC

Attachment 2 – Statement of Operations for OA

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long-Term Care
For the Nine Months Ending September 30, 2019

	Year To Date			
	Budget \$	Actual \$	Variance	
<u>REVENUE</u>				
Accommodation:				
Long Term Care - Basic	1,333,500	1,355,070	21,570	2%
Long Term Care - Preferred	347,400	361,369	13,969	4%
	1,680,900	1,716,439	35,539	2%
Government Subsidy - LTC:				
Provincial - LTC Subsidy	3,432,754	3,432,744	(10)	(0%)
Provincial - BSO / Physio / Other	103,617	67,725	(35,892)	(35%)
City of Guelph - LTC Operations	1,006,225	1,006,227	2	0%
	4,542,596	4,506,696	(35,900)	(1%)
Other Revenue:				
Fees and Recoveries	51,000	61,481	10,481	21%
Amort. of Def'd Contributions	50,201	50,201	0	0%
Other Revenue	10,845	17,811	6,966	64%
	112,046	129,493	17,447	16%
Total Revenue	6,335,542	6,352,628	17,086	0%
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	3,596,217	3,551,315	44,902	1%
Employee Benefits	877,020	841,096	35,924	4%
	4,473,237	4,392,411	80,826	2%
Operating Costs:				
Supplies	443,462	425,427	18,035	4%
Facility Costs	331,625	290,913	40,712	12%
Interest & Financing Fees	276,480	265,584	10,896	4%
Equipment	145,933	136,459	9,474	6%
Purchased Services	188,222	169,668	18,554	10%
Administrative & Other	67,842	57,833	10,009	15%
Amortization of Capital Assets	319,513	317,025	2,488	1%
Accretion of Def'd Financing Costs	1,575	1,573	2	0%
	1,774,652	1,664,482	110,170	6%
Total Expenses	6,247,889	6,056,893	190,996	3%
SURPLUS / (DEFICIT)	87,653	295,735	208,082	
Amortization Adjustment to 40 Years	(169,503)	(169,503)	0	0%
RESTATED SURPLUS / (DEFICIT)	(81,850)	126,232	208,082	
<u>Exclude Amortization & Future Benefits:</u>				
Amortiz. of Def'd Contributions	(50,201)	(50,201)	0	0%
Amortization of Assets & Fees	319,513	317,025	2,488	1%
Amortization Adjustment to 40 Years	169,503	169,503	0	0%
Future Benefits	0	21,985	(21,985)	0%
<u>(Deduct) / Add Cash Payments:</u>				
City Mortgage - Principal / Def'd Pmts	(291,307)	(291,307)	0	0%
SWAP Loan - Principal Payments	(92,106)	(92,106)	0	0%
Capital Lease - LED Lighting	(46,832)	(46,832)	0	0%
CASH FLOW	(73,280)	154,299	227,579	

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long-Term Care - OA Envelope
For the Nine Months Ending September 30, 2019

	Year To Date			
	Budget \$	Actual \$	Variance	
<u>REVENUE</u>				
Accommodation:				
Basic	1,333,500	1,355,070	21,570	2%
Preferred	347,400	361,369	13,969	4%
Provincial Subsidy - MOHLTC	234,636	250,085	15,449	7%
Municipal Subsidy - City of Guelph	1,006,225	1,006,227	2	0%
	2,921,761	2,972,751	50,990	2%
Other Revenue:				
Fees & Recoveries	10,050	12,776	2,726	27%
Cable Television Fees	22,500	24,429	1,929	9%
Telephone Fees	8,550	9,068	518	6%
Amortiz. of Def'd Contributions	50,201	50,201	0	0%
Other Revenue	1,845	2,131	286	16%
	93,146	98,605	5,459	6%
Total Revenue	3,014,907	3,071,356	56,449	2%
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	1,240,637	1,320,278	(79,641)	(6%)
Employee Benefits	326,236	345,945	(19,709)	(6%)
	1,566,873	1,666,223	(99,350)	(6%)
Operating Costs:				
Amortization of Assets & Fees	321,088	318,598	2,490	1%
Supplies	100,993	97,608	3,385	3%
Facility Costs	331,625	287,470	44,155	13%
Financing & Service Fees	276,480	265,584	10,896	4%
Equipment	107,626	139,436	(31,810)	(30%)
Purchased Services	88,875	81,762	7,113	8%
Administrative & Other	32,451	15,863	16,588	51%
	1,259,138	1,206,321	52,817	4%
Total Expenses	2,826,011	2,872,544	(46,533)	(2%)
SURPLUS / (DEFICIT)	188,896	198,812	9,916	
Amortization Adjustment to 40 Years	(113,002)	(113,002)	0	0%
RESTATED SURPLUS / (DEFICIT)	75,894	85,810	9,916	
<u>Exclude Amortization & Future Benefits:</u>				
Amortiz. of Def'd Contributions	(50,201)	(50,201)	0	0%
Amortization of Assets & Fees	321,088	318,598	2,490	1%
Amortization Adjustment to 40 Years	113,002	113,002	0	0%
Future Benefits	0	21,985	(21,985)	0%
<u>(Deduct) / Add Cash Payments:</u>				
City Mortgage - Principal / Def'd Pmts	(291,307)	(291,307)	0	0%
SWAP Loan - Principal Payments	(92,106)	(92,106)	0	0%
Capital Lease - LED Lighting	(46,832)	(46,832)	0	0%
CASH FLOW	29,538	58,949	29,411	