



Committee of Management for the Elliott Meeting Agenda

**Monday, March 6, 2017 – 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 5, 2016 open meeting minutes

Consent Agenda

**CME-2017.1 The Elliott Long-Term Care Residence Quarterly Report
2016-Q4**

Recommendation:

That the 2016-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 5, 2016 at 1:30 p.m.**

Attendance

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

Staff: Ms. B. Swartzentruber, Executive Director, Intergovernmental
Relations, Policy and Open Government
Ms. G. van den Burg, Council Committee Coordinator

Others Present: Mr. T. Lee, 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 Van Hellemond
Seconded by Mayor Guthrie

That the open meeting minutes of the Committee of Management for the Elliott held on September 12, 2016 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-2016.5 The Elliott Long-Term Care Residence Quarterly Report 2016-Q3

Trevor Lee, Chief Executive Officer, The Elliott Community, presented the Elliott Long-Term Care Residence Quarterly Report 2016-Q3.

2. Moved by Mayor Guthrie
Seconded by Councillor Billings

That the 2016-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 (1:36 p.m.)

3. Moved by Councillor Billings
Seconded by Mayor Guthrie

That the meeting be adjourned.

Carried

Gina van den Burg
Council Committee Coordinator



The Elliott Long-Term Care Residence Report

TO: Committee of Management

DATE: March 6, 2017

SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2016-Q4

RECOMMENDATION

That the 2016-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 2016, the following activities / actions were reported to the Board of Trustees as they relate to the ELTCR:

- The Board of Trustees welcomed two new members to the Board, however, received one resignation; the Board of Trustees is currently working with the Clerk's office on the recruitment of a replacement member for the resignation to bring the Board's compliment to 10 appointed members and 1 City Council representative.
- The Elliott Community's Strategic Planning Committee met and has completed its Mission, Values, Strategic Directives, and Tactics; the Committee presented the Plan to the Board at its December meeting and it was subsequently adopted. A communication plan to unveil the new Plan to the community is planned for April.
- Operations are progressing positively to Budget and with the close of 2016, many of the capital projects envisioned in the Budget were achieved; highlights are
 - completing the last phase of LED lighting retrofit to bring the organization to a florescent-free status,
 - replacement of emergency generators in two of the buildings,
 - upgrading of ceiling track lifts for residents; more lift motors that can be transported to other rooms, and
 - HVAC upgrades to improve air balancing measures.
- Collaboration with the Evergreen Seniors Centre to have The Elliott Community's bus travel within the City to pick up and return seniors that would otherwise be unable to attend Older Adult focused programming at the Centre; currently once a month, transitioning to twice per month.
- Planning of a mobility equipment project with the Evergreen Seniors Centre to provide surplus/unwanted mobility equipment from The Elliott Community to City residents that are members of the Evergreen Seniors Centre. Event to occur in early 2017 overseen by registered occupational therapists.

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 resident raised concern that a recently purchased article of clothing was missing.	Following an investigation by staff, the item has not been located. As the item was a recent purchase, the family was advised to replace the clothing and the ELTCR would reimburse for the associated costs. The family was very pleased with this outcome.	✓	
2.	A resident's daughter reported that she arrived to find staff assisting her mother with a walker to the dining room; daughter had requested that her mother only use the wheelchair. Also resident's mobility monitor was unattached.	Resident had returned from hospital and had used wheelchair but was regaining strength and preferred to use walker. Restorative staff encourage mobility with a walker rather than dependency on a wheelchair. All parties have agreed on daily updates and collaboration to the best interests of the resident. Subsequent follow-up with daughter indicates comfortable with the protocol thus far. The daughter understands that the resident removes the monitor herself; staff will endeavor to reapply the monitor as necessary to prevent risk of falls.	✓	

Critical Incident Report / Inspections from Ministry of Health and Long-Term Care

Critical Incident Report:

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.	Misuse / Misappropriation of Resident's finances.	Q2 Report - In the opinion of the ELTCR, a resident's Power of Attorney (POA) has misappropriated funds belonging to the Resident, resulting in the Resident being in arrears with respect to their payments to the ELTCR. Following every effort to work with the POA to bring the accounts into good standing, the ELTCR has treated this as a Resident Financial Abuse matter, reported it to the authorities and initiated a small claims action against the individual.	✓	

		<p>The individual has since resigned as the Resident's POA. The legal action against the individual and the investigation by police are ongoing.</p> <p>Q3 Report – The individual has failed to appear at two court hearings and a judgement is set against the individual; collection remains outstanding. This matter is ongoing.</p> <p>Q4 Report – This matter is closed as the individual has entered into a repayment plan.</p>		
2.	Disease Outbreak (Respiratory)	Reported to Public Health, protocols initiated, duration from October 8, 2016 to October 22, 2016, 4 residents affected.	✓	
3.	Abuse / Neglect	A staff member witnessed and reported inappropriate language from another staff member directed to a resident. An investigation followed the reported incident, resulting in the staff member's termination. All LTC Homes strictly enforce a zero tolerance for abuse/neglect.	✓	
4.	Incident that causes an injury to a resident for which the resident is taken to hospital and which results in a significant change in the resident's health status	A resident that has a history of falls was not using her assistance device while in her room. The resident reported that she lost her balance and suffered a fall; resulting in a transfer to hospital for assessment. Resident is reminded to call for assistance from staff to minimize risks associated from recurring falls.	✓	
5.	Abuse / Neglect	Resident A approached resident B with aggression. Resident B kicked resident A; followed by resident A shoving resident B, resulting in resident B falling to the floor. Both residents were assessed and no injuries noted; families were notified and resident A was transferred to a mental health treatment facility for further assessment and treatment considerations.	✓	

Resident Quality Inspection:

<p>Legend WN – Written Notification</p>	<p>Non-compliance with requirements under the Long-Term Care Homes Act, 2007 (LTCHA) was found. (a requirement under</p>
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VPC – Voluntary Plan of Correction DR – Director Referral CO – Compliance Order WAO – Work and Activity Order	the LTCHA includes the requirements contained in the items listed in the definition of "requirement under this Act" in subsection 2(1) of the LTCHA).	
Non-Compliance Finding	As Evidenced By	The Elliott's Response
N/A	N/A	N/A

Financial Report

The operating and capital budgets for The Elliott were presented on November 16, 2015 to City Council. The 2016 operating budget of \$1,252,400 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 ended December 31, 2016, the following observations were noted:

- Total revenue of \$7,676,846, with a year-to-date positive variance of 2%, due primarily to unanticipated Ministry of Health and Long-Term Care funding increases in the Nursing and Personal Care, Program and Support Services, and Raw Food envelopes.
- Employee costs of \$5,110,775 are higher than budget by 3% due to: increased staffing from increased funding (from above), increased staffing requirements during outbreaks, additional project work, orientation/training costs, and summer vacation coverage.
- Operating Costs of \$2,975,822, with a 3% negative variance against budget due to the required accounting treatment of certain capital assets to be capitalized and amortized rather than expensed.
- Overall, the operations of the ELTCR have a minor negative variance of \$28,928 (0.3%) for the year ended.
- The calculation of funding from the City of Guelph as it relates to the funding of the Other Accommodation Envelope has a \$7,887 negative variance. This negative variance is the responsibility of management to mitigate from other operations.
- All of the Capital Budget funding provided by the City of Guelph has been fully expended.

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

Prepared By:
Trevor Lee
Chief Executive Officer

Approved By:
John Schitka
Chair, Board of Trustees

**THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care
For the Twelve Months Ending December 31, 2016**

	Year To Date			
	Budget \$	Actual \$	Variance	%
<u>REVENUE</u>				
Accommodation:				
Long Term Care - Basic	1,687,896	1,722,897	35,001	2%
Long Term Care - Preferred	381,180	413,110	31,930	8%
	<u>2,069,076</u>	<u>2,136,006</u>	<u>66,931</u>	<u>3%</u>
Government Subsidy - LTC:				
Provincial - LTC Subsidy	3,979,167	4,075,218	96,051	2%
Provincial - BSO / Physio / Other	106,812	117,050	10,238	10%
City of Guelph - LTC Operations	1,252,404	1,252,404	0	0%
	<u>5,338,383</u>	<u>5,444,672</u>	<u>106,289</u>	<u>2%</u>
Other Revenue:				
Fees and Recoveries	40,011	39,350	(661)	(2%)
Amort. of Def'd Contributions	72,600	38,097	(34,502)	(48%)
Other Revenue	4,961	18,720	13,759	277%
	<u>117,572</u>	<u>96,167</u>	<u>(21,404)</u>	<u>(18%)</u>
Total Revenue	<u>7,525,031</u>	<u>7,676,845</u>	<u>151,816</u>	<u>2%</u>
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	4,058,375	4,184,260	(125,884)	(3%)
Employee Benefits	911,397	926,515	(15,118)	(2%)
	<u>4,969,772</u>	<u>5,110,775</u>	<u>(141,002)</u>	<u>(3%)</u>
Operating Costs:				
Supplies	488,363	518,375	(30,012)	(6%)
Facility Costs	426,949	400,381	26,568	6%
Interest & Financing Fees	387,277	391,433	(4,156)	(1%)
Equipment	423,548	400,223	23,325	36%
Purchased Services	205,248	201,045	4,203	2%
Administrative & Other	38,403	28,147	10,256	27%
Amortization of Capital Assets	964,195	1,034,119	(69,924)	(7%)
Accretion of Def'd Financing Costs	2,097	2,099	(2)	(0%)
	<u>2,936,080</u>	<u>2,975,822</u>	<u>(39,742)</u>	<u>3%</u>
Total Expenses	<u>7,905,852</u>	<u>8,086,597</u>	<u>(180,744)</u>	<u>(1%)</u>
SURPLUS / (DEFICIT)	<u>(380,821)</u>	<u>(409,752)</u>	<u>(28,928)</u>	

**THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care - OA Envelope
For the Twelve Months Ending December 31, 2016**

	Year To Date			
	Budget \$	Actual \$	Variance	%
<u>REVENUE</u>				
Accommodation:				
Long Term Care - Basic	1,687,896	1,722,897	35,001	2%
Long Term Care - Preferred	381,180	413,110	31,930	8%
Provincial Subsidy - MOHLTC	328,742	328,410	(332)	(0%)
Municipal Subsidy - City of Guelph	1,463,965	1,463,965	0	0%
	3,861,783	3,928,382	66,599	2%
Other Revenue:				
Fees and Recoveries	977	324	(653)	(67%)
Cable Television Fees	26,687	26,943	256	1%
Telephone Fees	12,347	12,083	(264)	(2%)
Amort. of Def'd Contributions	72,600	38,097	(34,503)	(48%)
Donations / Grants	2,400	3,262	862	36%
Other Revenue	694	1,031	337	49%
	115,705	81,740	(33,965)	(29%)
Total Revenue	3,977,488	4,010,122	32,634	1%
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	1,326,271	1,354,357	(28,086)	(2%)
Employee Benefits	323,368	313,614	9,754	3%
	1,649,639	1,667,971	(18,332)	(1%)
Operating Costs:				
Supplies	127,281	137,129	(9,848)	(8%)
Facility Costs	426,948	400,381	26,567	6%
Interest & Financing Fees	387,277	391,433	(4,156)	(1%)
Equipment	292,828	268,124	24,704	8%
Purchased Services	97,348	96,071	1,277	1%
Administrative & Other	30,396	21,203	9,193	30%
Amortization of Capital Assets	966,292	1,036,218	(69,926)	(7%)
	2,328,370	2,350,559	(22,189)	3%
Total Expenses	3,978,009	4,018,530	(40,521)	(1%)
SURPLUS / (DEFICIT)	(521)	(8,408)	(7,887)	