



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

**Monday, September 12, 2016 – 5:30 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**

### **Confirmation of Minutes – June 8, 2016 open meeting minutes**

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### **Consent Agenda**

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Committee of Management for the Elliott Consent Agenda will be approved in one resolution.

#### **CME-2016.3                      Revised Terms of Reference for Committee of Management for the Elliott**

#### **Recommendation:**

That the Committee of Management for the Elliott Terms of Reference, as outlined in Attachment 1 to Report PS-16-21 titled "Revised Terms of Reference for Committee of Management for the Elliott", be approved.

#### **Items for Discussion**

The following items have been extracted from Consent Agenda and will be considered separately. These items have been extracted either at the request of a member of Council or because they include a presentation and/or delegations.

**CME-2016.4 The Elliott Long-Term Care Residence Quarterly Report  
2016-Q2**

**Presentation:**

Trevor Lee, Chief Executive Officer, The Elliott Community

**Recommendation:**

That the 2016-Q2 Quarterly Report on the operations of the Elliott Long-Term Care Residence, be received.

**Adjournment**



**Public Services Committee as the  
Committee of Management for the Elliott  
City Hall Council Chambers  
Wednesday, June 8, 2016 at 6:13 p.m.**

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**Attendance**

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

Staff: Mr. M. Amorosi, Deputy CAO, Corporate Services/Acting CAO  
Ms. C. Clack, General Manager, Culture, Tourism and Community  
Investments/Acting Deputy CAO, Public Services  
Ms. G. van den Burg, Council Committee Coordinator

Others Present: Mr. T. Lee, Chief Executive Officer, The Elliott Community

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**Call to Order (6:13 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 Van Hellemond  
Seconded by Councillor Gordon

That the open meeting minutes of the Public Services Committee as the Committee of Management for the Elliott held on March 3, 2016 be confirmed as recorded.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond (5)*

*VOTING AGAINST: (0)*

CARRIED

**Agenda**

**CME-2016.2 The Elliott Long-Term Care Residence Quarterly Report 2016-Q1**

2. Moved by Councillor Gordon  
Seconded by Mayor Guthrie
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That the 2015-Q4 Quarterly Report on the operations of the Elliott Long-Term Care Residence, be received.

*VOTING IN FAVOUR: Mayor Guthrie, Councillors Billings, Downer, Gordon and Van Hellemond (5)*

*VOTING AGAINST: (0)*

CARRIED

**Adjournment (6:21 p.m.)**

3. Moved by Councillor Billings  
Seconded by Councillor Gordon

That the meeting be adjourned.

CARRIED

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Gina van den Burg  
Council Committee Coordinator

# Staff Report



To Committee of Management for the Elliott Community

Service Area Public Services

Date Monday, September 12, 2016

**Subject Revised Terms of Reference for Committee of Management for the Elliott**

Report Number PS-16-21

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## Recommendation

That the Committee of Management for the Elliott Terms of Reference, as outlined in Attachment 1 to Report PS-16-21 titled "Revised Terms of Reference for Committee of Management for the Elliott", be approved.

## Executive Summary

### Purpose of Report

To update the Committee of Management for the Elliott Community (CoME) Terms of Reference to reflect the City of Guelph governance changes. These changes affected the Committee membership composition and the reporting relationship.

### Key Findings

A transition to a Committee of the Whole governance structure was approved by Council in June 2016, which has impacted the governance structure of the Committee of Management for the Elliott Community (CoME). Previously, the CoME was comprised of the members of the Public Services committee and functioned in a similar fashion. With the dissolution of the Public Services Committee, the CoME must now operate independently from the Council-Committee structure (as it is not required to report to Committee of the Whole/Council) and requires its Terms of Reference to reflect that autonomy.

### Financial Implications

None

## Report

In June 2016, Council approved the change in Governance models from a Standing Committee structure to a Committee of the Whole model. As a result, the Public Services Standing Committee was dissolved and the Public Services area reports directly through the Committee of the Whole. Members of the former Public Services Committee were also the members of the Committee of Management for the Elliott Community (CoME). Therefore, on July 18, 2016, Council reappointed the former members of the Public Services Committee to remain members of the Committee of Management for the Elliott Community until their original term expires at the end of November 2016. With the dissolution of the Public Services Committee, the CoME Terms of Reference requires updates to remove references to its association with the Public Services Committee. As noted in Attachment 1, the composition, term, and meeting protocols have been revised accordingly.

## Financial Implications

None

## Corporate Strategic Plan

2.3 Ensure accountability, transparency and engagement.

## Communications

Not applicable

## Attachments

ATT-1 Revised Committee of Management for the Elliott Community Terms of Reference

## Report Author

Gina van den Burg  
Council Committee Coordinator



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## Approved By

Stephen O'Brien  
City Clerk  
519-822-1260 ext. 5644  
stephen.obrien@guelph.ca



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## Recommended By

Mark Amorosi  
Deputy CAO – Corporate Services  
519-822-1260 ext. 2281  
mark.amorosi@guelph.ca



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## Recommended By

Colleen Clack  
Deputy CAO – Public Services  
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## TERMS OF REFERENCE

### COMMITTEE OF MANAGEMENT FOR THE ELLIOTT LONG-TERM CARE RESIDENCE

#### BACKGROUND

The Elliott is a charitable corporation established in 1907. The Elliott operates retirement living suites and life lease suites in addition to the long-term care residence and is a local board of the City of Guelph pursuant to *The Elliott Act, 2002, S.O. 2002, c. Pr7 – Bill Pr9*. As a local board, The Elliott reports through to Committee of Management for the Elliott.

The Minister of Health and Long-Term Care approved and granted the Corporation of the City of Guelph to operate 85 long-term care beds at The Elliott Long-Term Care Residence effective February 1, 2015.

#### PURPOSE

Pursuant to section 119 (1) of the *Long-Term Care Homes Act, 2007, S.O. 2007, c.8 (LTCHA)*, every southern municipality that is a single-tier municipality shall establish and maintain a municipal home. The Committee of Management (Committee) is the body required to be created to oversee the municipal home pursuant to section 132 of the LTCHA.

#### COMPOSITION

The Committee shall be composed of five members of the City of Guelph Council appointed through the Committee of the Whole Nominating Process.

The Chair and Vice-Chair of the Committee of Management shall be appointed through the City of Guelph Council Nominating Process.

#### TERM

The term of each member of the Committee shall be two years, or until a successor is appointed. The term shall coincide with the appointment process of the Committee of the Whole Nominating Process.

#### FREQUENCY OF MEETINGS

The Committee will meet, at a minimum, on a quarterly basis. Meetings may be held more frequently as agreed upon by the Deputy Chief Administrative Officer of Public Services (Deputy CAO) or designate and the Chair of the Committee of Management (Committee Chair), in consultation with The Elliott Board of Trustees.

#### MEETING PROTOCOLS

The Committee will follow the protocols established in City of Guelph Procedural By-law as passed by Council from time to time:

1. Public Notice of Meetings

2. Consolidated Agenda
3. Closed Meetings
4. Disclosure of Pecuniary Interest
5. Recording of Minutes
6. Presentation
7. Delegations
8. Consent Agenda
9. Items for Discussion
10. Announcements
11. Adjournment
12. Points of Order or Privilege
13. Motions and Order of Putting Questions
14. Voting at Open Meetings
15. Principles
16. Conduct at Meetings

#### **RESPONSIBILITIES**

The Committee provides oversight of the management and operation of The Elliott Long-Term Care Residence. The Committee is responsible for fulfilling the duty of care set out in s.69 of the LTCHA and the responsibilities established by Council in the Delegation of Authority By-law number (2016) – 20090, both of which are reflected in the Long-Term Care Services Agreement (Services Agreement) between the City of Guelph and The Elliott. The Services Agreement will be reviewed and revised on a periodic basis.

On an annual basis, the Committee will receive and review the budget for The Elliott Long-Term Care Residence and provide a recommendation to City Council to adopt the budget.

The oversight responsibilities of the Committee are limited to The Elliott Long-Term Care Residence only. The other areas of The Elliott's operations, including the retirement suites and life lease suites, are under the purview of The Elliott Board of Trustees.

Medical information about a specific resident is protected by the *Personal Health Information Protection Act, 2004, S.O 2004, chapter 3 Schedule A (PHIPA)*. Any concerns regarding the care and treatment of a specific resident will follow the established complaints process. Aggregate data may be discussed by the Committee.

#### **REPORTING STRUCTURE AND STAFF RESOURCES**

The Elliott's Board of Trustees will make recommendations to the Committee pertaining to the Committee's responsibilities. The Chair of the Board of Trustees (Board Chair) and Chief Executive Officer (CEO), as representatives of The Elliott, will provide support to the Committee. The Elliott representative(s) will attend committee meetings as a subject matter expert on the operations of the long-term care home and provide direct response to questions raised by Committee members.

The Deputy CAO or designate is responsible to:



1. In collaboration with The Elliott CEO and/or Board Chair and the City Clerk, work with the Committee Chair to develop meeting agendas, which includes delegations, sequence and flow and timing
2. Ensure the timely submission of all agenda related materials to the City Clerk's office by the prescribed deadlines
3. Answer questions posed by Committee members prior to Committee meetings
4. Provide support to Committee and attend open Committee meetings and closed meetings
5. In collaboration with The Elliott CEO and/or Board Chair, :
  - (a) engage in decision making at the direction of the Committee Chair
  - (b) offer opinion to Committee members in advance of, and during, Committee meetings
  - (c) review written input from the public and listen to public delegations
  - (d) ensure any correction of fact is provided to Committee
6. Ensure follow up on all matters related to the discussion and decisions of the Committee and on all time specific requests for additional information required prior to the Committee's final deliberation of reports
7. In collaboration with The Elliott CEO and/or Board Chair, serve as the primary spokesperson unless responsibility has been delegated as per communication plans

The City Clerk is responsible to:

1. Oversee the process of appointing Committee Chair and members
2. Manage the legislative agenda and process for the Committee, ensure meetings are held in accordance with approved protocol and applicable legislation
3. In conjunction with the Deputy CAO and The Elliott CEO and/or Chair, plan committee agendas
4. Supervise staff in the preparation and distribution of agendas and agenda material
5. Attend, or designate staff to attend, all Committee meetings
6. Provide advice on legislative protocol and meeting procedures as requested by the Committee Chair
7. Supervise the issuance of notices, record minutes and resolutions and other meeting and documentary processes
8. Offer suggestions to the Chair and Deputy CAO for the effective and efficient administration of Committee meetings

Other City staff will provide support to the Committee through the Deputy CAO or designate as required.

#### **RELATED LEGISLATIONS, BY-LAWS, AGREEMENTS**

Operation and governance of long-term care homes and the establishment of the Committee of Management is prescribed in the *Long-Term Care Homes Act, 2007*, S.O. 2007, c.8.

Provincial funding, service standards and the City of Guelph's accountability is established in the Long-Term Care Services Accountability Agreement between the City of Guelph and the Waterloo Wellington Local Health Integration Network.

City of Guelph By-law (2014)-19795 enacted on August 25, 2014, affirms that the City of Guelph establish and maintain The Elliott Long-Term Care Residence as the City of Guelph's long-term care home.

City of Guelph By-law (2016)-20090 enacted on August 25, 2014, delegates the City of Guelph's authority to operate The Elliott Long-Term Care Residence as the City of Guelph's approved long-term care home to The Elliott.

The Long-Term Care Services Agreement made between the City of Guelph and The Elliott establishes the roles and responsibilities of both the City of Guelph and The Elliott for the operation, governance, funding and reporting of The Elliott Long-Term Care Residence.



# The Elliott Long-Term Care Residence Report

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**TO:** Committee of Management

**DATE:** September 12, 2016

**SUBJECT:** The Elliott Long-Term Care Residence Quarterly Report 2016-Q2

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## **RECOMMENDATION**

That the 2016-Q2 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 April to June 2016, the following activities / actions were reported to the Board of Trustees as they relate to the ELTCR:

- Although not related to the ELTCR, a fire occurred within one of the retirement suites of The Elliott Community. The cause of the fire was determined as careless smoking; retirement residents are prohibited from smoking within the residence. As noted by the emergency response from the Guelph Fire Department, our staff demonstrated an effective immediate response and every resident was evacuated safely without incident. We have amended our admissions policy to only accepting non-smoking residents.
- The ELTCR has continued its participation in the University of Guelph study and are nearing completion of our study period. The baseline assessment indicated a very thorough infection control program as there were extremely low levels of the microbial infections present. Following treatment for the 60 day period, the results have improved significantly to almost a non-identified presence. The Senior Leadership Team is assessing its ability to incorporate this program going forward into our budget planning for 2017.
- There has been another resignation from the Board of Trustees of The Elliott Community; we are working with the City Clerk's office to facilitate the advertisement for a replacement member.
- In late May, 2016, the Ministry of Health and Long-Term Care attended the ELTCR and completed their annual Resident Quality Inspection. As a result of their inspection seven Written Notifications and two Voluntary Plan of Corrections were issued. All matters identified have been fully implemented; the Inspectors complimented the ELTCR regarding its delivery of care and services and noted that the identified inconsistencies were minor in nature and did not represent any ongoing concerns. The Final Report that is publically available has not been issued at the writing of this report.

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's daughter expressed concerns regarding the loss of her mother's personal clothing and a blanket.	Following an investigation by staff, the blanket was located in the resident's room; unfortunately the missing clothing was not located and 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.	✓	

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

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.	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. The individual has since resigned as the Resident's POA. The legal action against the individual and the investigation by police are ongoing.	✓	

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**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 Second Quarter ending June 30, 2016, the following observations were noted:

- Total revenue of \$3,791,150, with a year-to-date positive variance of 1%, due primarily to unanticipated Ministry of Health and Long-Term Care funding increases in the Nursing and Personal Care, and Program and Support Services envelopes.
- Employee costs of \$2,391,623 are higher than budget by 3% due to increased staffing requirements during outbreaks that occurred early in the year, as well as additional project work and orientation and training costs to cover summer vacation breaks.
- Operating Costs of \$1,401,635, with a 2% positive variance against budget due to the efficiency and in facility costs and also electing to capitalize and depreciate some equipment purchases over several years instead of including it as an expense, as budgeted.
- Overall, the operations of The Elliott Community are a small negative variance of \$2,880.
- The calculation of funding from the City of Guelph as it relates to the funding of the Other Accommodation Envelope has a \$14,612 negative variance. This negative variance will be monitored in the coming months but it is the responsibility of management to mitigate this from other operations.
- Several capital expenditures have been made in the second quarter and these will continue throughout the remainder of the year.

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 Six Months Ending June 30, 2016*

	Year To Date			
	Budget \$	Actual \$	Variance	
<b><u>REVENUE</u></b>				
<b>Accommodation:</b>				
Long Term Care - Basic	843,948	849,911	5,963	1%
Long Term Care - Preferred	190,588	201,346	10,758	6%
	<u>1,034,536</u>	<u>1,051,258</u>	<u>16,722</u>	<u>2%</u>
<b>Government Subsidy - LTC:</b>				
Provincial - LTC Subsidy	1,977,543	2,000,398	22,855	1%
Provincial - BSO / Physio / Other	53,406	55,668	2,262	4%
City of Guelph - LTC Operations	626,200	626,202	2	0%
	<u>2,657,149</u>	<u>2,682,268</u>	<u>25,119</u>	<u>1%</u>
<b>Other Revenue:</b>				
Fees and Recoveries	19,953	19,916	(37)	(0%)
Amort. of Def'd Contributions	36,300	19,049	(17,251)	(48%)
Other Revenue	2,479	18,660	16,180	653%
	<u>58,732</u>	<u>57,624</u>	<u>(1,108)</u>	<u>(2%)</u>
<b>Total Revenue</b>	<b>3,750,418</b>	<b>3,791,150</b>	<b>40,732</b>	<b>1%</b>
<b><u>EXPENSES</u></b>				
<b>Employee Costs:</b>				
Wages and Salaries	1,883,991	1,944,582	(60,591)	(3%)
Employee Benefits	429,703	447,041	(17,337)	(4%)
	<u>2,313,694</u>	<u>2,391,623</u>	<u>(77,928)</u>	<u>(3%)</u>
<b>Operating Costs:</b>				
Supplies	240,347	245,849	(5,502)	(2%)
Facility Costs	233,725	202,927	30,798	13%
Interest & Financing Fees	195,963	197,595	(1,632)	(1%)
Equipment	169,289	140,927	28,362	17%
Purchased Services	99,410	89,456	9,954	10%
Administrative & Other	14,072	16,474	(2,402)	(17%)
Amortization of Capital Assets	482,096	507,357	(25,261)	(5%)
Accretion of Def'd Financing Costs	1,049	1,050	(1)	(0%)
	<u>1,435,951</u>	<u>1,401,635</u>	<u>34,315</u>	<u>2%</u>
<b>Total Expenses</b>	<b>3,749,645</b>	<b>3,793,258</b>	<b>(43,613)</b>	<b>(1%)</b>
<b>SURPLUS / (DEFICIT)</b>	<b>773</b>	<b>(2,108)</b>	<b>(2,880)</b>	

**THE ELLIOTT COMMUNITY  
STATEMENT OF OPERATIONS  
Long Term Care - OA Envelope**

**For the Six Months Ending June 30, 2016**

	Year To Date			
	Budget \$	Actual \$	Variance	
<b><u>REVENUE</u></b>				
<b>Accommodation:</b>				
Basic	843,948	849,911	5,963	1%
Preferred	190,588	201,346	10,758	6%
Provincial Subsidy - MOHLTC	160,188	160,483	295	0%
Municipal Subsidy - City of Guelph	708,200	707,936	(264)	(0%)
	<b>1,902,924</b>	<b>1,919,676</b>	<b>16,752</b>	<b>1%</b>
<b>Other Revenue:</b>				
Fees & Recoveries	485	156	(329)	(68%)
Cable Television Fees	13,313	13,411	98	1%
Telephone Fees	6,155	6,349	194	3%
Amortiz. of Def'd Contributions	36,300	19,049	(17,251)	(48%)
Donations / Grants	1,200	2,965	1,765	147%
Other Revenue	346	447	101	29%
	<b>57,799</b>	<b>42,377</b>	<b>(15,422)</b>	<b>(27%)</b>
<b>Total Revenue</b>	<b>1,960,723</b>	<b>1,962,053</b>	<b>1,330</b>	<b>0%</b>
<b><u>EXPENSES</u></b>				
<b>Employee Costs:</b>				
Wages and Salaries	615,880	637,967	(22,087)	(4%)
Employee Benefits	153,766	158,266	(4,500)	(3%)
	<b>769,646</b>	<b>796,233</b>	<b>(26,587)</b>	<b>(3%)</b>
<b>Operating Costs:</b>				
Amortization of Assets & Fees	483,145	508,407	(25,262)	(5%)
Supplies	58,946	65,887	(6,941)	(12%)
Facility Costs	233,724	202,927	30,797	13%
Equipment	129,352	117,045	12,307	10%
Purchased Services	45,210	39,807	5,403	12%
Administrative & Other	9,809	13,836	(4,027)	(41%)
	<b>1,156,149</b>	<b>1,145,504</b>	<b>10,645</b>	<b>1%</b>
<b>Total Expenses</b>	<b>1,925,795</b>	<b>1,941,737</b>	<b>(15,942)</b>	<b>(1%)</b>
<b>SURPLUS / (DEFICIT)</b>	<b>34,928</b>	<b>20,316</b>	<b>(14,612)</b>	