



Committee of Management for the Elliott Meeting Agenda

**Tuesday, June 6, 2017 – 1:30 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 – March 6, 2017 open meeting minutes

Consent Agenda

**CME-2017.2 The Elliott Long-Term Care Residence Quarterly Report
2017-Q1**

Recommendation:

That the 2017-Q1 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

Adjournment



The Elliott Long-Term Care Residence Report

TO: Committee of Management

DATE: June 6, 2017

SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2017-Q1

RECOMMENDATION

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

- The Board of Trustees and senior staff held their 11th annual Great Escape fundraiser resulting in \$43,400 of net proceeds that has been directed to projects that enhance the lives of our residents. A significant portion of this year's proceeds will support the completion of the Veteran's Garden project.
- The Elliott Community applied for and successfully secured a \$30,000 grant from the Rick Hansen Foundation in conjunction with their "Barrier Buster" program focused on community awareness of eliminating barriers that impede a person's access to fully participate in society.
- Following City Council's appointment of an additional Trustee, the Board of Trustees reached its capacity of 10 appointed members and one delegated member of City Council.
- The Elliott Community has identified pressures from the Community for more long-term care beds, retirement services, and similar life-lease suites. The Elliott Community's continuum of care has extended wait lists in all areas associated with its strong reputation.
- Significant capital improvements continue to be made in all areas of the facility.
- As of January 2017, the Elliott Community completed its second phase of LED lighting projects; resulting in the organization being 100% florescent fixture free.
- The Collaborative Agreement with Synexis Canada Ltd. for the provision of the biodefense system for long-term care is nearing its completion in April and will be evaluated for extended service to December 31, 2017.

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 family member expressed concern regarding the quality of the food prepared and served by staff.	The Director of Dietary Services met with the resident's POA and recorded the specific concerns. The concerns were addressed with the kitchen staff to determine the validity of the items mentioned. Modifications were made to the food preparation and delivery process to the Serveries and follow up with the family was positive with improvements noted.	✓	
2.	A resident's family member expressed concerns regarding the role of the resident's attending physician and the timeliness of being notified of a medication change/lab report.	The family member discussed the concerns directly with the physician and upon follow up with the resident's family; it was reported that expectations were being addressed.	✓	
3.	Resident's family member indicated that the resident was not receiving routine baths and was not being given choice as to what to wear on special days. Resident is cognitively well functioning.	Upon investigation, the provision of baths was occurring routinely; however, the resident wished to receive her bath first in the rotation; when she was scheduled for later in the morning/afternoon, she would decline to attend programs and activities either inside or outside of the facility. Family has been assured that extended effort will be applied to ensure that the Resident is able to attend all functions as well as her entitled bathing assistance.	✓	
4.	Resident family member feels that the resident's meal texture is not properly assessed and that the Resident is capable of receiving meals in a more normal texture/consistency.	Upon investigation, it was found that the meal choices were assessed by the Registered Dietician and that a texture modification was required to assist with swallowing and better health. Resident's family member was advised of the outcome and will monitor in case of future concerns.	✓	
5.	Resident article of clothing went missing following laundry service.	Upon investigation, Resident's garment was located and determined as being mis-labelled by Staff; Procedures modified to improve process.	✓	

6.	Resident's family expressed disappointment in level of care received by the Resident following admission from The Elliott Community's retirement residence.	Senior staff held a care conference with the family and listened to their concerns and as a result of their request, the Resident relocated to a care floor where the Resident would have a better connectivity with other residents. Although effort is invested to ensure that all Resident Home Areas are properly staffed; it is unclear as to the improvements noted by the family, but they were satisfied with the actions taken.	✓	
7.	Resident's family member expressed concern as to length of time taken to respond to Resident's care needs.	Upon investigation, the length of time expressed was incorrect and the Resident's needs were appropriately attended to. Senior staff confirmed with the family the circumstances and results of the investigation and family were satisfied.	✓	

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.	Disease Outbreak (Respiratory)	Reported to Public Health, protocols initiated, duration from January 7, 2017 to January 20, 2017, 3 residents affected.	✓	
2.	Abuse / Neglect	A resident struck another resident resulting in a minor abrasion while the two residents were agitated in a lounge. Family of both residents were notified and staff have added care protocols to distance the residents to ensure no further confrontations occur. Family members have been notified and are appreciative of the care extended to their loved ones.	✓	
3.	Disease Outbreak (Respiratory)	Reported to Public Health, protocols initiated, duration from March 17, 2017 to March 26, 2017, 5 residents affected.	✓	

Resident Quality Inspection:

Legend WN – Written Notification VPC – Voluntary Plan of Correction DR – Director Referral CO – Compliance Order WAO – Work and Activity Order		Non-compliance with requirements under the Long-Term Care Homes Act, 2007 (LTCHA) was found. (a requirement under 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
Note: Although an RQI was not completed by the Ministry of Health and Long-Term Care during 2017-Q1, it was completed in the middle of 2017-Q2 with a very minor observation; reporting to follow in 2017-Q2.		

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 three months ended March 31, 2017, the following observations were noted:

- Total revenue of \$1,981,744, with a year-to-date positive variance of 2%, due primarily to unbudgeted Other Revenue received to offset the cost of the dhp Technology project (Synexis Canada Ltd.).
- Employee costs of \$1,206,581 are higher than budget by 1% due to increased staffing requirements during outbreaks that occurred early in the year.
- Operating Costs of \$749,598, with a 4% negative variance against budget due to the unbudgeted costs relating to the increased cost of medical supplies and general inventory management; not expected to continue to rise.
- Overall, the operations of The Elliott Community are a positive variance of \$52,151
- The calculation of funding from the City of Guelph as it relates to the funding of the Other Accommodation Envelope has a \$16,064 positive variance. This will be monitored in the coming months and it is the responsibility of management to mitigate this from other operations if a negative variance occurs.

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 Three Months Ending March 31, 2017**

	Year To Date			
	Budget \$	Actual \$	Variance	%
<u>REVENUE</u>				
Accommodation:				
Long Term Care - Basic	430,882	436,474	5,592	1%
Long Term Care - Preferred	100,433	105,298	4,866	5%
	<u>531,315</u>	<u>541,772</u>	<u>10,458</u>	<u>2%</u>
Government Subsidy - LTC:				
Provincial - LTC Subsidy	1,022,685	1,022,764	79	0%
Provincial - BSO / Physio / Other	37,569	37,569	0	0%
City of Guelph - LTC Operations	319,362	319,362	0	0%
	<u>1,379,616</u>	<u>1,379,695</u>	<u>79</u>	<u>0%</u>
Other Revenue:				
Fees and Recoveries	10,304	10,415	110	1%
Amort. of Def'd Contributions	10,588	9,525	(1,063)	(10%)
Other Revenue	1,590	40,337	38,747	2,437%
	<u>22,482</u>	<u>60,276</u>	<u>37,794</u>	<u>168%</u>
Total Revenue	<u>1,933,413</u>	<u>1,981,744</u>	<u>48,331</u>	<u>2%</u>
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	973,484	985,584	(12,101)	(1%)
Employee Benefits	218,493	220,997	(2,504)	(1%)
	<u>1,191,976</u>	<u>1,206,581</u>	<u>(14,605)</u>	<u>(1%)</u>
Operating Costs:				
Supplies	126,876	136,262	(9,386)	(7%)
Facility Costs	91,607	94,401	(2,794)	(3%)
Interest & Financing Fees	97,982	97,766	216	0%
Equipment	89,562	119,976	(30,415)	(34%)
Purchased Services	48,207	47,075	1,132	2%
Administrative & Other	7,055	6,720	335	5%
Amortization of Capital Assets	258,601	247,048	11,553	4%
Accretion of Def'd Financing Costs	524	350	174	33%
	<u>720,414</u>	<u>749,598</u>	<u>(29,184)</u>	<u>(4%)</u>
Total Expenses	<u>1,912,390</u>	<u>1,956,179</u>	<u>(43,789)</u>	<u>(2%)</u>
SURPLUS / (DEFICIT)	<u>\$ 21,023</u>	<u>\$ 25,564</u>	<u>\$ 4,542</u>	

**THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care - OA Envelope
For the Three Months Ending March 31, 2017**

	Year To Date			
	Budget \$	Actual \$	Variance	%
<u>REVENUE</u>				
Accommodation:				
Long Term Care - Basic	430,882	436,474	5,592	1%
Long Term Care - Preferred	100,433	105,298	4,865	5%
Provincial Subsidy - MOHLTC	76,374	76,452	78	0%
Municipal Subsidy - City of Guelph	349,361	349,361	0	0%
	<u>957,050</u>	<u>967,585</u>	<u>10,535</u>	<u>1%</u>
Other Revenue:				
Fees and Recoveries	175	116	(59)	(34%)
Cable Television Fees	6,913	7,310	397	6%
Telephone Fees	3,217	2,988	(229)	(7%)
Amort. of Def'd Contributions	10,588	9,525	(1,063)	(10%)
Donations / Grants	1,215	610	(605)	(50%)
Other Revenue	225	289	64	28%
	<u>22,333</u>	<u>20,838</u>	<u>(1,495)</u>	<u>(7%)</u>
Total Revenue	<u>979,383</u>	<u>988,423</u>	<u>9,040</u>	<u>1%</u>
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	318,987	324,543	(5,556)	(2%)
Employee Benefits	81,320	77,430	3,890	5%
	<u>400,307</u>	<u>401,973</u>	<u>(1,666)</u>	<u>(0%)</u>
Operating Costs:				
Supplies	33,305	32,085	1,220	4%
Facility Costs	91,607	94,402	(2,795)	(3%)
Financing & Service Fees	97,982	97,766	216	0%
Equipment	68,023	72,593	(4,570)	(7%)
Purchased Services	23,868	20,616	3,252	14%
Administrative & Other	5,555	5,915	(360)	(6%)
Amortization of Assets & Fees	259,125	247,398	11,727	5%
	<u>579,465</u>	<u>570,775</u>	<u>8,690</u>	<u>3%</u>
Total Expenses	<u>979,772</u>	<u>972,748</u>	<u>7,024</u>	<u>(1%)</u>
SURPLUS / (DEFICIT)	<u>(389)</u>	<u>15,675</u>	<u>16,064</u>	