

COMMITTEE AGENDA



TO **Committee of Management for the Elliott**

DATE Monday, November 2, 2015

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME Immediately following the Public Services Committee Meeting

DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

CONFIRMATION OF MINUTES – Committee of Management for the Elliot June 1, 2015 open meeting

OPEN MEETING

AGENDA

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
CME-2015.4 Quarterly Update on the Elliott Long Term Care Residence	Trevor Lee, Chief Executive Officer, The Elliot Community		✓
CME-2015.5 2016 – 2019 Long Term Care Home Accountability Submission (LAPS)	Trevor Lee, Chief Executive Officer, The Elliot Community		✓

ADJOURNMENT



**Public Services Committee
Meeting as Committee of Management for the Elliott
City Hall Council Chambers
Monday, June 1, 2015 at 6:25 p.m.**

Attendance

Members: Vice Chair C. Billings Councillor J. Gordon
 Councillor A. Van Hellemond

Absent: Mayor Guthrie Chair C. Downer

Councillors: Councillor B. Bell

Staff: Mr. D. Thomson, Deputy CAO, Public Services
 Ms. B. Powell, Manager, Community Investment and Social Services
 Ms. C. Clack, General Manager, Culture, Tourism and Community Investments
 Mr. D. McMahon, Council Committee Coordinator

Others Present: Mr. T. Lee, CEO of the Elliott

Call to Order (6:25 p.m.)

Vice Chair Billings called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Confirmation of Minutes

1. Moved by Councillor Gordon
 Seconded by Councillor Van Hellemond

That the February 5, 2015 open meeting minutes of the Public Services Committee as the Committee of Management for the Elliott be confirmed as recorded.

VOTING IN FAVOUR: Councillors Billings, Gordon and Van Hellemond (3)
VOTING AGAINST: (0)

CARRIED

Consent Agenda

CME-2015.2 Quarterly Update on the Elliot Long Term Care Residence

Mr. Trevor Lee presented the Quarterly Update on the Elliot Long Term Care Residence, indicating that the Elliot was in compliance with all applicable legislation.

2. Moved by Councillor Van Hellemond
Seconded by Councillor Gordon

To receive for information the first quarter report for 2015 on the operations of the City of Guelph's approved 85-bed long-term care home, The Elliott Long-Term Care Residence, as required under the Long-Term Care Services Agreement, between The Elliott and The Corporation of the City of Guelph.

VOTING IN FAVOUR: Councillors Billings, Gordon and Van Hellemond (3)
VOTING AGAINST: (0)

CARRIED

CME-2015.3 Ministry of Health and Long Term Care Resident Quality Inspection Report

Mr. Trevor Lee presented the Ministry of Health and Long Term Care Residence Quality Inspection Report outlining the December 2014 inspection and findings.

3. Moved by Councillor Gordon
Seconded by Councillor Van Hellemond

To receive for information the results of the Elliot Long-Term Care Residence's first Resident Quality Inspection (RQI) completed by the Ministry of Health and Long-Term Care (MOHLTC).

VOTING IN FAVOUR: Councillors Billings, Gordon and Van Hellemond (3)
VOTING AGAINST: (0)

CARRIED

Adjournment (6:56 p.m.)

4. Moved by Councillor Van Hellemond
Seconded by Councillor Gordon

That the meeting be adjourned.

CARRIED

Dylan McMahon
Council Committee Coordinator

**COMMITTEE OF MANAGEMENT FOR THE ELLIOTT
AGENDA**

Monday, November 2, 2015

Members of Public Service Committee as Committee of Management for the Elliott.

SUMMARY OF REPORTS:

REPORTS FROM ADMINISTRATIVE STAFF

REPORT	DIRECTION
<p>CME-2015.4 QUARTERLY UPDATE ON THE ELLIOTT LONG TERM CARE RESIDENCE</p> <p>That the second quarter report for 2015 on the operations of the City of Guelph's approved 85-bed long-term care home, The Elliott Long-Term Care Residence, as required under the Long-Term Care Services Agreement, between The Elliott and The Corporation of the City of Guelph, be received.</p>	Receive
<p>CME-2015.5 2016 – 2019 LONG TERM CARE HOME ACCOUNTABILITY SUBMISSION (LAPS)</p> <p>That the 2016-2019 Long-Term Care Home Accountability Submission (LAPS) be approved on behalf of the Elliot Long-Term Care Residence.</p>	Approve

attach.



The Elliott Long-Term Care Residence Report

TO: Committee of Management
DATE: September 11, 2015
SUBJECT: The Elliott Long-Term Care Residence Report Q2 2015

RECOMMENDATION

To receive for information the second quarter report for 2015 on the operations of the City of Guelph's approved 85-bed long-term care home, The Elliott Long-Term Care Residence, as required under the Long-Term Care Services Agreement, between The Elliott and The Corporation of the City of Guelph.

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 2015, the following activities / actions were reported to the Board of Trustees as they relate to the ELTCR:

- The organization's LED lighting project was slightly behind its implementation timeline due to the logistics of the project scope; the project was completed on June 15, 2015 with final report to the Ontario Power Authority to facilitate the Save-on-Energy Rebate.
- The Board of Trustees has extended the Strategic Plan for an additional year to allow staff to focus on other operational matters.
- The Commission on Accreditation of Rehabilitative Facilities (CARF) Survey took place on June 29-30, 2015; constructive feedback from the Surveyors indicated that the Survey went well.
- Several senior staff attended conferences and educational sessions with the Ontario Association of Non-Profit Homes and Services for Seniors (OANHSS) and the Ontario Retirement Communities Association (ORCA).
- A redesign of The Elliott Community's website, comprised of its Long-Term Care, Retirement, Life-lease, and other service offerings commenced and is anticipated to be completed by the end of Q3.
- The Elliott Community's Director of Finance and Marketing resigned; the recruitment for a replacement of this senior leadership position began in June 2015.
- The CEO has assumed the interim responsibility for the finance and marketing departments until the appointment of a new Director of Finance has been determined.

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 first 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
	No Complaints received.			

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 second 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.	Unwitnessed Resident Fall	Resident found sitting on the floor facing wheelchair; assessment indicated concern of a fracture; transported to hospital for assessment. A fracture was confirmed.	✓	
2.	Unwitnessed Resident Fall	Resident found on floor at end of bed; assessment indicated concern of a fracture; transported to hospital for assessment. No fracture detected.	✓	
3.	Unwitnessed Resident Fall	Resident found having fallen from motorized reclining chair; resident explained that the remote had been activated as resident moved in the chair and it elevated the resident out of the chair and onto the floor. A fracture was confirmed.	✓	
4.	Witnessed Resident Fall	While resident was being assisted / transferred from a tub chair to wheelchair, the resident lost stability and fell; resident sustained a fracture. As a result of the investigation, the resident care plan required two person transfers and the staff member was disciplined for failure to follow the resident's prescribed care plan.	✓	✓
5.	Illness Outbreak	Following the identification of 3 residents with symptoms relating to an outbreak; Public Health, the Ministry of Health and Long-term Care as well as the Ministry of Labour were notified.	✓	

Financial Report

The operating and capital budgets for The Elliott were presented on February 5, 2015 to the Committee of Management for approval; confirmed by City Council at its meeting on March 26, 2015. The approved operating budget of \$1,136,000 and capital budget of \$194,300 reflect the period of February 1, 2015 to December 31, 2015. All operating and capital financial reports reflect the allocation of direct and indirect costs reflected in the Services Agreement.

For the Second Quarter ending June 30, 2015, the following observations are noted:

- With total revenue representing \$1,035,162 year-to-date the variance from budget is 0.00%.
- Employee Costs, budgeted at \$2,286,726 are tracking directly on budget
- Operating Costs, budgeted at \$3,687,729 have a positive variance of 2.0%.
- Overall, the operations of The Elliott reflect a positive variance of 3.00% as a function of budgeted revenue.
- The calculation of funding from the City of Guelph as it relates to the funding of the Other Accommodation Envelope is generating a positive variance of 2.0%.
- There are no anticipated concerns arising from the second quarter operations or year-to-date results.
- In addition to operations listed above, the capital fund is reflecting a surplus with no significant projects undertaken since Q1; the remainder of planned resources to be utilized prior to year-end.

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:

Randall Wilson

Chair, Board of Trustees

**THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care Residence
For the Six Months Ending June 30, 2015**

	Annual	Year to Date		
	Budget \$	Budget \$	Actual \$	Variance
REVENUE				
Resident Accommodation:				
Long Term Care - Basic	1,695,568	847,784	842,282	(5,502) -1%
Long Term Care - Preferred	374,756	187,378	189,826	2,448 1%
	2,070,324	1,035,162	1,032,108	(3,054) 0%
Government Subsidy - LTC:				
Provincial - LTCH Subsidy	3,766,716	1,873,739	1,910,437	36,698 2%
Provincial - BSO / Physio / Other	114,969	57,485	56,057	(1,427) -2%
City of Guelph - LTC Operations	1,136,667	516,667	516,665	(2) 0%
	5,018,352	2,447,891	2,483,159	35,269 1%
Other Revenue:				
Fees & Recoveries	39,366	19,626	19,473	(153) -1%
Amortiz. of Def'd Contributions	72,600	36,300	19,049	(17,251) -48%
Other Revenue	2,735	1,367	10,013	8,646 632%
	114,701	57,293	48,535	(8,758) -15%
TOTAL REVENUE	7,203,377	3,540,346	3,563,802	23,457 1%
EXPENSES				
Employee Costs:				
Wages and Salaries	3,993,854	1,869,583	1,863,159	6,424 0%
Employee Benefits	882,184	417,143	423,314	(6,171) -1%
	4,876,038	2,286,726	2,286,473	253 0%
Operating Costs:				
Amortization of Assets & Fees	963,267	481,634	450,832	30,802 6%
Supplies	474,421	233,573	231,012	2,561 1%
Facility Costs	359,885	192,807	196,856	(4,050) -2%
Financing & Service Fees	434,548	220,057	222,431	(2,373) -1%
Equipment	171,133	118,520	110,265	8,254 7%
Purchased Services	199,695	110,710	86,239	24,470 22%
Administrative & Other	54,000	43,702	27,536	16,166 37%
	2,656,949	1,401,003	1,325,171	75,831 5%
TOTAL EXPENSES	7,532,987	3,687,729	3,611,644	76,083 2%
SURPLUS / (DEFICIT)	(329,610)	(147,383)	(47,842)	99,540 68%

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

For the Six Months Ending June 30, 2015

	Annual	Year to Date			
	Budget \$	Budget \$	Actual \$	Variance	
REVENUE					
Accommodation:					
Basic	1,695,568	847,784	842,282	(5,502)	-1%
Preferred	374,756	187,378	189,826	2,448	1%
Provincial Subsidy - MOHLTC	304,466	149,674	155,163	5,489	4%
Municipal Subsidy - City of Guelph	1,328,018	563,288	528,289	(34,999)	-6%
	<u>3,702,808</u>	<u>1,748,124</u>	<u>1,715,560</u>	<u>(32,564)</u>	<u>-2%</u>
Other Revenue:					
Fees & Recoveries	2,882	1,430	447	(983)	-69%
Cable Television Fees	24,843	12,393	13,039	646	5%
Telephone Fees	11,641	5,803	5,987	184	3%
Amortiz. of Def'd Contributions	72,600	36,300	19,049	(17,251)	-48%
Donations / Grants	2,400	1,200	1,050	(150)	-13%
Other Revenue	335	167	328	161	96%
	<u>114,701</u>	<u>57,293</u>	<u>39,900</u>	<u>(17,393)</u>	<u>-30%</u>
TOTAL REVENUE	3,817,509	1,805,417	1,755,460	(49,957)	-3%
EXPENSES					
Employee Costs:					
Wages and Salaries	1,321,328	618,780	616,947	1,833	0%
Employee Benefits	304,112	143,807	153,245	(9,438)	-7%
	<u>1,625,440</u>	<u>762,587</u>	<u>770,192</u>	<u>(7,605)</u>	<u>-1%</u>
Operating Costs:					
Amortization of Capital Assets	961,170	480,585	449,783	30,802	6%
Financing & Service Fees	434,548	220,057	222,431	(2,374)	-1%
Utilities	250,773	135,904	140,180	(4,276)	-3%
Equipment Expenses	295,490	113,349	77,635	35,714	32%
Contracted Out Services	78,942	42,540	36,409	6,131	14%
Supplies	118,540	55,632	54,962	670	1%
Cable Television	30,258	14,760	14,759	1	0%
Grounds Mtce. & Landscaping	19,451	7,265	7,052	213	3%
Elevator Maintenance	24,774	12,058	12,253	(195)	-2%
Insurance	11,011	11,011	11,015	(4)	0%
Waste Removal	12,600	6,300	5,815	485	8%
Fundraising & Other	10,259	8,974	551	8,423	94%
Professional Fees	17,431	16,261	2,131	14,130	87%
Hardware & Software	21,589	16,783	19,133	(2,350)	-14%
Telephone & Communications	11,018	5,509	5,782	(273)	-5%
Office & General	21,511	19,478	21,160	(1,682)	-9%
Professional Development	10,800	9,210	4,388	4,822	52%
Marketing & Promotion	5,698	3,287	2,000	1,287	39%
Travel	1,213	706	690	16	2%
Amortiz. of Def'd Finance Fee	2,097	1,049	1,049	0	0%
Expenditure Recoveries	(2,516)	(1,258)	(854)	(404)	32%
	<u>2,336,657</u>	<u>1,179,460</u>	<u>1,088,324</u>	<u>91,136</u>	<u>8%</u>
TOTAL NET EXPENDITURES	3,962,097	1,942,047	1,858,516	83,531	4%
SURPLUS / (DEFICIT)	(144,588)	(136,630)	(103,056)	33,574	25%



The Elliott Long-Term Care Residence Report

TO: Committee of Management

DATE: November 2, 2015

SUBJECT: 2016-2019 Long-Term Care Home Accountability Submission (LAPS)

RECOMMENDATION

To approve the 2016-2019 Long-Term Care Home Accountability Submission (LAPS) on behalf of City of Guelph's approved The Elliott Long-Term Care Residence (ELCR).

BACKGROUND

In regards to The Long-Term Care Homes Act (LTCHA) 2010, each long-term care home in Ontario is required to execute a Long-Term Care Service Accountability Agreement (L-SAA). In advance of the L-SAA, each Home is required to complete a LAPS. The LAPS is due to the Ministry on November 23, 2015 and the L-SAA is expected to be complete by March 31, 2016 for the commencement of the next 3 year term. The LAPS is comprised of two parts:

- Description of Service, and
- Service Plan Narrative.

The Description of Service is a data reference that confirms such matters as the occupancy level of the Home, the services that are available within the Home, and the age and design of the Home.

The Service Plan Narrative provide more of the overview of specific details such as the strategic goals/objectives, partnerships/integration opportunities, and detailed risks facing the Home. The narrative is where the Home can express uniqueness in challenges and other matters that are more in line with their specific needs as opposed to the challenges facing the sector in general.

REPORT

The Reports are attached in their form that will be uploaded to the Ministry of Health and Long-Term Care portal.

Prepared By:

Trevor Lee

Chief Executive Officer

2016-2019 Description of Home and Services

LTCH Name: The Elliott Long-Term Care Residence

A.1 General Information

LTCH Legal Name / Licencee	Corporation of the City of Guelph – The Elliott Long-Term Care Residence		
LTCH Common Name	The Elliott Long-Term Care Residence		
LTCH Facility ID Number LTCH Facility (master number for RAI MDS)	HF1943		
Address	170 Metcalfe Street		
City	Guelph	Postal Code	N1E 4Y3
Geography served (catchment area)	City of Guelph, County of Wellington Waterloo Wellington LHIN		
Accreditation organization	Yes		
Date of Last Accreditation	June 30, 2015	Year(s) Awarded	3-Years

A.2 Licensed or Approved Beds & Classification / Bed Type

Bed Types	Total # of Beds					Term of Licence	Comments/Additional Information
	A	B	C	D	New		
Regular Long Stay Beds	85					N/A	Municipal Approval to Operate
Convalescent Care Beds							
Respite Beds							
Beds in Abeyance							
ELDCAP Beds							
Interim Beds							
Veterans' Priority Access beds							
Other beds *							
Sub Total # all Bed Types	85						
Total # all Bed Types	85						

*Other beds available under a Temporary Emergency Licence or Short-Term Authorization

2016-2019 Description of Home and Services

LTCH Name: The Elliott Long-Term Care Residence

A.3 Structural Information

Type of Room (*this refers to structural layout rather than what is charged in accommodations*)

Number of rooms with 1 bed	65	Number of rooms with 2 beds	10	Number of Floors	2
Number of rooms with 3 beds	0	Number of rooms with 4 beds	0	Total # Rooms	75

Original Construction Date (Year) 2003

Renovations: Please list year and details (unit/resident home area, design standards, # beds, reason for renovating)

- 1)
- 2)
- 3)
- 4)

Number of Units/Resident Home Areas and Beds

<i>Unit/Resident Home Area</i>	<i>Number of Beds</i>
Wellington	26
Paisley	22
Eramosa	26
Fountain	11

A.4 Additional Services Provided

	Service Provided		Contract for Service		Explanation if applicable
	Yes	No	Yes	No	
Nurse Practitioner		X		X	
Physiotherapy	X		X		
Occupational therapy	X		X		
Ophthalmology/ Optometry		X		X	
Audiology	X			X	Direct relationship between residents and service provider
Dental	X		X		
Respiratory Technology	X		X		
Denturist	X			X	Direct relationship between residents and service provider
IV Therapy (antibiotics or hydration)	X		X		
Peritoneal Dialysis (PD)		X		X	
Support for hemodialysis (HD)		X		X	
French Language Services		X		X	Completion of Annual French Language Service Report

2016-2019 Description of Home and Services

LTCH Name: The Elliott Long-Term Care Residence

Secure residential home area(s)	X			X	
Specialized Dementia Care unit(s)		X		X	
A.4 Additional Services Provided (cont'd)					
Designated smoking room(s)		X		X	
Specialized unit for younger physically disabled adults		X		X	
Support for Feeding Tubes	X			X	
Specialized Behavioural treatment unit(s)		X		X	
Transportation Services	X			X	We are the provider of service, no contract required
Additional service commitments for new bed awards (1987 to 1998)		X		X	
Other (specify)					
Other (specify)					
Other (specify)					
Other (specify)					

A.5 Specialized Designations – Please note whether designation is official (e.g. MOHLTC, CCAC)

	Designated		Comments
	Yes	No	
Religious		X	
Ethnic		X	
Linguistic		X	
French Language Service Designation		X	
Aboriginal		X	
Other (specify)			
Other (specify)			
Other (specify)			

A.6 Community Linkages

	Service Provided		Comments
	Yes	No	
Volunteer program	X		
Service groups		X	
Language interpreters		X	
Cultural interpreters		X	
Advisory council	X		
Community board	X		
Faith communities		X	
Other (specify)			
Other (specify)			
Other (specify)			
Other (specify)			

2016-2019 Description of Home and Services

LTCH Name: The Elliott Long-Term Care Residence

A.7 Services Provided to the Community

	Service Provided		Comments
	Yes	No	
Meal Services	X		
Social Congregate Dining	X		Community Centre Cafe
Supportive Housing /SDL		X	
Adult Day Program		X	
Retirement living	X		148 Retirement Living / 78 Life-Lease Suites
Other (specify)			
Other (specify)			
Other (specify)			
Other (specify)			

A.8 Quality Improvement Practices – Please Include a Summary of the LTCH’s Quality Improvement Initiatives

<i>Initiative</i>	<i>Comments</i>
Comprehensive Quality Improvement Plan	Dedicated Quality Assurance Coordinator that leads our Quality Improvement Program – QIP submitted to WWLHIN, publically reported.

**2016-2019 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

LTCH Name:	Corporation of the City of Guelph – The Elliott Long-Term Care Residence
Facility Number:	HF1943

Service Plan Narrative – Part A: 2016-19

1. Strategic Goals and Priorities:

Strategic Planning:

The Elliott Board of Trustees has completed its renewal of its Mission Statement and Strategic Objectives for 2012-2015; our 2016-18 Strategic Planning Process is currently underway.

MISSION STATEMENT

“Quality choices for mature living in a safe, caring, home-like environment.”

STRATEGIC DIRECTIVES

- | | |
|--|--|
| 1. Resource Management | Financial Viability and Fiscal Stewardship for The Elliott Community |
| 2. Quality of Resident Life | Quality of Care and Quality of Superior quality of life for Residents of the Community |
| 3. Market Focus | The Elliott Community as the Residence of Choice |
| 4. Performance | Proactive Regulatory Compliance and Maintenance of Accreditation |
| 5. Development and Innovation | Elliott Community Growth, Development, and Innovation |
| 6. Team Member Work Environment | The Elliott Community as the Employer of Choice |

The Elliott has established itself to be the single largest provider of resident funded respite, convalescent, and short stay bed services located within our retirement setting. With these enhanced services to the community, The Elliott has provided care and accommodation solutions to many non-acute care hospital patients that require transitional supports for their safe and supported return to their previous living arrangements. In many cases, the residents chose to remain within The Elliott Community at large, valuing the services, supports, and options offered within our service framework.

Goals and Objectives:

The Elliott Community is committed to providing our resident population with the highest level of care possible; striving to meet our targets identified in our quality improvement plan with the intent to meet or exceed provincial averages in all indicators.

More specifically, The Elliott Community is committed to:

- Constructive collaboration with other long-term care providers and the broader healthcare setting.
- Utilizing technological applications in our sector to the fullest extent possible.

**2016-2019 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

Service Plan Narrative – Part A: 2016-19

- Revitalizing the resident home area environments with new flooring, painting as well as upgrading and purchasing new equipment such as manual lifts, ceiling tracking and motors, enhanced POC monitors, hi low beds and other supportive equipment.
- Continue to maintain our fiscal responsibilities as directed by our relationship with the City of Guelph and our governance by our Board of Trustees.

2. Advancement of the IHSP:

2013-2016 Integrated Health Service Plan for Waterloo Wellington	2012-2015 Strategic Plan for The Elliott Long-Term Care Residence
Enhancing access to primary care	Striving to manage and reduce the number of avoidable transfers to hospital; focusing on the assessment and delivery of care within the Home. Our Behavioural Support Ontario (BSO) Program is fully developed and promotes the management of residents experiencing predictable behaviours.
Creating a more seamless and coordinated health care experience	Fully integrated partner within the Clinical Connect Program. This program provides real-time access to resident's electronic medical information which enables us to support the resident's care needs in a timely manner. Partnership with the Nurse Led Outreach Team to support episodic health care to our residents with the goal to reduce emergency department (ED) visits and hospital admissions.
Leading a quality health system using evidence-based practice	Aligning The Elliott Community Long-Term Care Residence to evidence-based practices in all areas within our Quality Improvement Plan as well as infection control, dementia care and palliative care.

3. Partnership/Integration Opportunities:

The Elliott Long-Term Care Residence has begun the process of establishing a Committee structure partnership comprised of LTCHs and the Hospital to evaluate and develop improvement plans surrounding the understanding of the LTCH capacity and the roles that both HSPs can contribute to improve the Resident care experience.

**2016-2019 Long-Term Care Home Accountability Submission (LAPS)
Service Plan Narrative**

4. Situation Analysis:

The Elliott has a strong reputation in the community as being a provider of long-term, retirement, and life lease care and services for seniors. The occupancy level of The Elliott's long term care residence is 99.5% with the only loss of occupancy relating to the admissions process for bed vacancies.

The Elliott underwent an Operational Review in 2012; from that review, several areas of consideration were identified. The Elliott, having benefited from the benchmarking exercise and external evaluation process, fully implemented the extent of the recommendations and in several cases, exceeded the targeted savings through additional considerations that would not hinder nor compromise the quality of care and services considered.

The Elliott continues to consider opportunities for integration within our WWLHIN through its ongoing relationship with other service providers within our sector (Long-term Care Homes Network, represented by both for-profit and not-for-profit facilities) and within our professional association (Ontario Association of Non-Profit Homes and Services for Seniors).

Of the operational concerns facing The Elliott, the ability to recruit and retain care staff from a funding model that has remained static for the past few years and is anticipated moving into the future, remains to be the highest concern. With the normal costs of operations increasing and the labour-related (group benefits, pension, etc.) costs also rising; the ability to continue to provide a balanced budget is unattainable. The Elliott must rely on the diversity of its other operations to support the shortfall of the long term care setting. Our ability to recruit skilled and capable staff is directly proportionate to the resident satisfaction experience and confidence of the resident population. Family relations also become strained with there are position vacancies, staff shortages, and staff turnover.

A growing concern also is found in the preventative maintenance requirements of our facility. With strained financial resources from the MOHLTC and resident co-pay values, it has become difficult and in some cases, unattainable to adequately maintain the physical plant systems of our buildings. This results in either concern to the useful life of our capital assets, or the assurances that building systems are being adequately serviced.

5. Evaluation of Prior Year Performance (optional):

6. Changes to Operations Summary (optional):

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7. Risks & Mitigations:		
Type of Risk (i.e. Financial, Program, Operational, etc.)	Level of Potential Risk (low, medium, high)	Mitigating Strategy
Financial Risk: Insufficient funds to maintain operations.	Medium - Operational budgeting is annually evaluated for the ability to maintain our delivery of care and services while satisfying our financial obligations.	The Elliott must rely on the diversity of its other operations to support the shortfall of the long term care setting.
Compliance Risk: Responsibility to operate under the Ontario Long Term Care Homes Act provide regulatory and compliance responsibilities.	High - Staff are dedicated through our management structure as well as our quality improvement program to strive to achieve ongoing expectations of these legislative requirements with heightening levels of resident acuity. The Elliott Long-Term Care Residence has received accreditation through the Commission on Accreditation of Rehabilitation Facilities (CARF).	Ongoing efforts to audit, test, and ensure achievement of these requirements remains a high priority.
Operational Risk: Resident and Staff satisfaction are critical to the operational effectiveness of the organization.	Medium - Annual evaluations of resident satisfaction and timely evaluation of staff satisfaction with modifications as required ensuring representative measures are available.	Ongoing monitoring is required to ensure the resident satisfaction remains positive and that staff satisfaction is strongly measured.
8. Impact of Redevelopment Project (if any) There are no redevelopment plans in place.		