



Committee of Management for the Elliott Meeting Agenda

**Tuesday, June 4, 2019 – 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 4, 2019 open meeting minutes

Presentation:

Colleen Clack, Acting Chief Administrative Officer/Deputy CAO Public Services

To provide an overview of the relationship and agreement between the City and the Elliott

Consent Agenda

CME-2019-2 The Elliott Long-Term Care Residence Quarterly Report 2019-Q1

Recommendation:

That the 2019-Q1 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
Monday, March 4, 2018 at 12:37 p.m.**

Attendance

Committee:	Mayor Guthrie Councillor B. Bell Councillor C. Billings Councillor C. Downer	Councillor J. Gordon Councillor J. Hofland Councillor D. O'Rourke
Absent	Councillor P. Allt Councillor D. Gibson Councillor R. Goller	Councillor M. MacKinnon Councillor L. Piper Councillor M. Salisbury
Staff:	Mr. T. Lee, Acting Chief Administrative Officer Ms. C. Clack, Acting Chief Administrative Officer Mr. S. O'Brien, General Manager, City Clerk's Office/City Clerk Ms. L. Cline, Council and Committee Coordinator	

Call to Order (12:37 p.m.)

Stephen O'Brien, City Clerk, called the meeting to order.

Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

Appointment of Chair for the Committee of Management for the Elliott

1. Moved by Councillor Hofland
Seconded by Councillor Billings

That Councillor Downer be appointed as Committee of Management for the Elliott Chair for a term ending November 15, 2020.

Carried

Councillor Downer assumed the Chair.

Confirmation of Minutes

2. Moved by Mayor Guthrie
Seconded by Councillor Gordon

That the open meeting minutes of the Committee of Management for the Elliott held on November 19, 2018 be confirmed as amended.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gordon, Hofland and O'Rourke (7)

Voting Against: (0)

Carried

Items for Discussion

CME-2019-1 The Elliott Long-Term Care Residence Quarterly Report 2018-Q4

3. Moved by Mayor Guthrie
 Seconded by Councillor Hofland

That the 2018-Q4 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

Voting in Favour: Mayor Guthrie, Councillors Bell, Billings, Downer, Gordon, Hofland and O'Rourke (7)

Voting Against: (0)

Carried

Chair and The Elliott Community Staff Announcements

Colleen Clack, Acting Chief Administrative Officer, advised that Michelle Karker, Chief Executive Officer of The Elliott Community, offered her apologies for not attending the meeting.

Councillor O'Rourke announced details regarding The Elliott Community's annual fundraiser.

Adjournment (12:48 p.m.)

4. Moved by Mayor Guthrie
 Seconded by Councillor Gordon

That the meeting be adjourned.

Carried

Stephen O'Brien City Clerk

City of Guelph relationship with The Elliott Long-Term Care Residence

Historical timelines

- 2002 – 2014
 - The Elliott Act (2002) establishes Elliott as local board
 - 1 member of Council appointed to Board
- 2014 / 2015
 - The City is legally required to be involved in the provision of residential long-term care home services, under the Long-Term Care Homes Act (LTCHA)
 - Council voted to transition that obligation from previous contributions to the Wellington Terrace
 - Established The Elliott Long-Term Care Residence as its approved municipal home
 - Permission was received from the Ministry with approval taking effect as of February 1, 2015
 - Agreement for Long-Term Care Home signed February 25, 2015 - no end date on the agreement

The Elliott as an organization

- At time of transition:
 - 78 independent life-lease suites
 - 134 assisted living retirement suites
 - 85 long-term care beds
- Building Condition Assessment requested by City staff to evaluate capital needs as part of transition strategy

Governing bodies

- Elliott Board of Trustees
 - One of the City's Local Boards
 - Single Council member appointed to sit on the Board of Trustees
- Committee of Management
 - Previously 5 members, matching the Public Services committee
 - Following move to Committee of the Whole, all of Council now sits on the Committee of Management
- City Council
 - Makes ultimate decisions about the governance relationship between The Elliott and the City

Elliott Board of Trustees

- Comply with all provisions of the Municipal Act relating to local boards
- Comply with all provisions of the Elliott Act
- Comply with all provisions of the LTCHA
- Comply 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
- Comply with all provisions in the Elliott Delegation of Authority By-law
- Develop a Business Plan and Strategic Plan for The Elliott Long-Term Care Residence
- Be responsible for making decisions and providing direction to the senior leadership team of The Elliott Long-Term Care Residence

City of Guelph Administration

- Hold a valid and unconditional municipal approval for the operation of The Elliott Long-Term Care Residence issued by the Minister
- Provide support services for the Committee of Management
- Provide funding as approved by Council
- Council appoints a City staff person to be the liaison (delegated to DCAO Public Services or designate)

Committee of Management

- To oversee the delivery of long-term care for the 85 approved long-term care beds respecting the Ontario Long-Term Care Homes Act, and the established terms of the Services Agreement between the City and The Elliott
- Responsible for making decisions and providing directions to the Board of Trustees to fulfill its duty of care under the LTCHA including:
 - Establishment of service levels
 - Approval of Administrator
 - Review and recommendation of quarterly financial statements regarding the Long-Term Care Residence
 - Receive the business plan and strategic plan

City Council

- Oversight for governance structure
- Responsible for approving any changes to the governance structure or agreement
- Receives and approves the budget for The Elliott in two forms:
 - i. The Elliott, representing all operations
 - ii. The Elliott Long-Term Care Residence, representing aspects of the Service Agreement relating to the operation of the City's 85 long-term care beds
- Direct staff if there is an identified need to renegotiate the current agreement or financial arrangement

Operating Budget

- By entering into the agreement with the City, The Elliott would be in a position to appropriately fund the other arms of the business, and alleviate the need to rely on debt.
- Intention was that eliminating the cost of debt would substantially improve the net income and cash flow position of The Elliott
- Could potentially reduce the amount of financial support required from the City in the future
- First year, operating contribution set at approximately \$1,100,000
- Has increased annually, generally at same rate as City budget increase

Capital Budget

- Based on agreed upon Building Condition Assessment, capital contribution set at \$212,000 per year
- Budget set based on 20 year projection and averaged out annual needs
- Funds would go into a reserve and used for any capital needs identified in the building condition assessment for the Long-Term Care Residence portion of the building

2018 Loan Guarantee

- In 2018, City agreed to guarantee an additional bank loan, however stipulations included:
 - additional information required to ensure Long-Term Care funding is being properly allocated and traced, as well as necessary reserves having been established
 - an annual strategic plan would come back including a financial strategy that considers cash flow and the potential of accelerating the repayment of the external loans and its loans to the City
 - Acknowledgement that the intent of the agreement with the City was that requests for additional levels of funding from The Elliott would only be in extraordinary circumstances

Questions?



The Elliott Long-Term Care Residence Report

TO: Committee of Management
DATE: June 4th, 2019
SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2019-Q1

RECOMMENDATION

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

- The Elliott Community Annual Report 2018 has been submitted and presented to the Committee of Management.
- All staff have completed their 2019 annual compliance training as required by the LTC Homes Act.
- The annual Quality Improvement Plan was submitted to Health Quality Ontario by the deadline of April 1, 2019.
- The annual Great Escape fundraiser took place on April 7th resulting in \$32,000 of net proceeds that have been directed to projects that enhance the lives of our residents.
- The Elliott Community has received an \$80,000 grant from the Enabling Accessibility Fund to create an outdoor sensory café that allows people with disabilities to participate in programs and service. Grand opening of the café is slated for October 9th, 2019.
- The Elliott LTC is an active partner in the Ontario Health Team (OHT) discussions taking place for Guelph and surrounding area. An expression of interest (EOI) has been submitted to the provincial government. Communities selected from the EOI process will be asked to submit a formal proposal in July to become an OHT.

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

No complaints or concerns were received in Q1

Critical Incident Reports

There were three critical incident reports that have been reported to the MOHLTC during the first 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 January 4 – 21st, 2019, 3 residents affected.	Yes	
2.	Resident Fall	The resident fell getting out of bed on February 17 th , 2019, no injuries occurred and additional precautions have been put in place.	Yes	
3.	Disease Outbreak LTC (Respiratory)	Reported to Public Health, protocols initiated, duration from April 15 – 25 th , 2019, 4 residents affected.	Yes	

Inspections from Ministry of Health and Long-Term Care

There were no inspections conducted during Q1 2019.

Financial Report City of Guelph - For the Three Months Ending March 31, 2019

The operating and capital budgets for The Elliott were presented on February 13, 2019 to City Council. The 2019 operating budget of \$1,341,634 and capital budget of \$212,000 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 ending March 31, 2019, the following observations were noted:

- Total revenue of \$2,124,417, which is higher than budget by 2% due to the receipt of unbudgeted funding relating to prior years' results, higher than expected occupancy levels, and purchasing rebates being higher than planned.
- Employee costs of \$1,301,598 are lower than budget by 1% due to timing differences.
- Operating Costs of \$1,812,736 are lower than budget by 2%. These savings relate to savings on the purchase of medical supplies. In addition, cost savings were generated from lower utility costs, which is as a result of moving to LED lighting over the past few years.
- Overall, the operations of The Elliott Community have a positive variance of \$116,388.
- The calculation of funding from The City of Guelph, as it relates to the funding of the Other Accommodation Envelope, has a \$47,478 positive variance. This variance is due to the aforementioned positive variances due to a prior year funding adjustment and lower utility costs.



The Elliott Long-Term Care Residence Report

The Statement of Operations for Long-Term Care and Other Accommodation are enclosed for reference. An extra line has been added 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, but has no cash flow impact.

Prepared By:

Approved By:

**Michelle Karker
CEO**

**Bill Koornstra
Chair, Board of Trustees**

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long-Term Care
For the Three Months Ending March 31, 2019

	Year To Date			
	Budget \$	Actual \$	Variance	
<u>REVENUE</u>				
Accommodation:				
Long Term Care - Basic	442,500	447,545	5,045	1%
Long Term Care - Preferred	115,200	119,143	3,943	3%
	<u>557,700</u>	<u>566,688</u>	<u>8,988</u>	<u>2%</u>
Government Subsidy - LTC:				
Provincial - LTC Subsidy	1,129,464	1,146,402	16,938	1%
Provincial - BSO / Physio / Other	34,305	34,305	0	0%
City of Guelph - LTC Operations	335,408	335,409	1	0%
	<u>1,499,177</u>	<u>1,516,116</u>	<u>16,939</u>	<u>1%</u>
Other Revenue:				
Fees and Recoveries	13,550	11,605	(1,945)	(14%)
Amort. of Def'd Contributions	16,734	16,734	0	0%
Other Revenue	3,915	13,275	9,360	239%
	<u>34,199</u>	<u>41,613</u>	<u>7,415</u>	<u>22%</u>
Total Revenue	<u>2,091,076</u>	<u>2,124,417</u>	<u>33,341</u>	<u>2%</u>
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	1,064,298	1,048,440	15,858	1%
Employee Benefits	252,468	253,158	(690)	(0%)
	<u>1,316,766</u>	<u>1,301,598</u>	<u>15,168</u>	<u>1%</u>
Operating Costs:				
Supplies	146,979	136,703	10,276	7%
Facility Costs	96,551	84,959	11,592	12%
Interest & Financing Fees	89,527	86,588	2,939	3%
Equipment	43,026	43,569	(543)	(1%)
Purchased Services	50,709	47,137	3,572	7%
Administrative & Other	7,639	5,983	1,656	22%
Amortization of Capital Assets	103,746	105,675	(1,929)	(2%)
Accretion of Def'd Financing Costs	525	524	1	0%
	<u>538,702</u>	<u>511,138</u>	<u>27,564</u>	<u>5%</u>
Total Expenses	<u>1,855,468</u>	<u>1,812,736</u>	<u>42,732</u>	<u>2%</u>
SURPLUS / (DEFICIT)	<u>235,608</u>	<u>311,681</u>	<u>76,073</u>	
Amortization Adjustment to 40 Years	(56,501)	(56,501)	0	
RESTATED SURPLUS / (DEFICIT)	<u>179,107</u>	<u>255,180</u>	<u>76,073</u>	

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long-Term Care - OA Envelope
For the Three Months Ending March 31, 2019

	Year To Date			
	Budget \$	Actual \$	Variance	
<u>REVENUE</u>				
Accommodation:				
Basic	442,500	447,545	5,045	1%
Preferred	115,200	119,143	3,943	3%
Provincial Subsidy - MOHLTC	78,423	95,361	16,938	22%
Municipal Subsidy - City of Guelph	335,409	335,409	0	0%
	<u>971,532</u>	<u>997,458</u>	<u>16,938</u>	<u>2%</u>
Other Revenue:				
Fees & Recoveries	3,350	5,246	1,896	57%
Cable Television Fees	7,500	7,977	477	6%
Telephone Fees	2,850	2,844	(6)	(0%)
Amortiz. of Def'd Contributions	16,734	16,734	0	0%
Other Revenue	465	543	78	17%
	<u>30,899</u>	<u>33,344</u>	<u>2,445</u>	<u>8%</u>
Total Revenue	<u>1,002,431</u>	<u>1,030,802</u>	<u>19,383</u>	<u>2%</u>
<u>EXPENSES</u>				
Employee Costs:				
Wages and Salaries	357,091	353,832	3,259	1%
Employee Benefits	93,048	93,240	(192)	(0%)
	<u>450,139</u>	<u>447,072</u>	<u>3,067</u>	<u>1%</u>
Operating Costs:				
Amortization of Assets & Fees	104,271	106,199	(1,928)	(2%)
Supplies	32,816	33,475	(659)	(2%)
Facility Costs	96,550	84,958	11,592	12%
Financing & Service Fees	89,527	86,588	2,939	3%
Equipment	32,642	31,912	730	2%
Purchased Services	24,829	21,941	2,888	12%
Administrative & Other	6,041	5,563	478	8%
	<u>386,676</u>	<u>370,636</u>	<u>16,040</u>	<u>4%</u>
Total Expenses	<u>836,815</u>	<u>817,708</u>	<u>19,107</u>	<u>2%</u>
SURPLUS / (DEFICIT)	<u>165,616</u>	<u>213,094</u>	<u>47,478</u>	
Amortization Adjustment to 40 Years	(56,501)	(56,501)	0	
RESTATED SURPLUS / (DEFICIT)	<u>109,115</u>	<u>156,593</u>	<u>47,478</u>	