

Committee of Management for the Elliott Meeting Agenda



Tuesday, September 8, 2020, 1:30 p.m.

Remote meeting live streamed
on guelph.ca/live

Changes to the original agenda are noted with an asterisk "*".

To contain the spread of COVID-19. Committee of the Management for the Elliott meetings are being held electronically and can be live streamed at guelph.ca/live.

For alternate meeting formats, please contact the City Clerk's Office at clerks@guelph.ca or 519-822-1260 extension 5603.

Pages

1. Notice of Electronic Participation

1.1 Committee of Management for the Elliott

This meeting will be held by Electronic Participation in accordance with the City of Guelph Procedural By-Law (2020)-20515.

2. Call to Order - Chair Downer

2.1 Disclosure of Pecuniary Interest and General Nature Thereof

3. Confirmation of Minutes

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Recommendation:

That the open meeting minutes of the Committee of Management for the Elliott held on June 15, 2020 be confirmed as recorded and without being read.

4. Consent Agenda

4.1 CME-2020-3 The Elliott Long Term Care Residence Quarterly Report 2020-Q2

4

Recommendation:

That the 2020-Q2 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

5. Chair and the Elliott Community Staff Announcements

6. Adjournment



Minutes of the Committee of Management for the Elliott

**June 15, 2020, 6:00 p.m.
Remote meeting live streamed
on guelph.ca/live**

| | |
|-----------------|--|
| Council: | Mayor C. Guthrie Councillor P. Allt Councillor B. Bell Councillor C. Billings Councillor L. Caron Piper Councillor C. Downer Councillor D. Gibson Councillor R. Goller Councillor J. Gordon Councillor J. Hofland Councillor M. Salisbury Councillor M. MacKinnon Councillor D. O'Rourke |
| Staff: | C. Clack, Deputy Chief Administrative Officer, Public Services T. Lee, Deputy Chief Administrative Officer, Corporate Services D. McMahon, Manager, Legislative Services / Deputy City Clerk L. Cline, Council and Committee Coordinator T. Di Lullo, Council and Committee Coordinator |
| Others Present: | M. Karker, Chief Executive Officer, The Elliott Community M. Coburn, Director of Finance, The Elliott Community |

1. Call to Order - Chair Downer

Chair Downer called the meeting to order (6:00 p.m.).

1.1 Disclosure of Pecuniary Interest and General Nature Thereof

There were no disclosures.

2. Confirmation of Minutes

Moved By Councillor O'Rourke

Seconded By Councillor Billings

That the open meeting minutes of the Committee of Management for the Elliott held on March 2, 2020 be confirmed as recorded and without being read.

Voting in Favour: (13): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Caron Piper, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor Hofland, Councillor Salisbury, Councillor MacKinnon, and Councillor O'Rourke

Carried (13 to 0)

3. Consent Agenda

3.1 The Elliott Long-Term Care Residence Quarterly Report 2020-Q1

Moved By Councillor Hofland

Seconded By Councillor Allt

That the 2020-Q1 quarterly report on the operations of the Elliott Long-Term Care Residence, be received.

Voting in Favour: (13): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Caron Piper, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor Hofland, Councillor Salisbury, Councillor MacKinnon, and Councillor O'Rourke

Carried (13 to 0)

4. Adjournment

Moved By Councillor Billings

Seconded By Councillor Hofland

That the meeting be adjourned (6:18 p.m.).

Voting in Favour: (13): Mayor Guthrie, Councillor Allt, Councillor Bell, Councillor Billings, Councillor Caron Piper, Councillor Downer, Councillor Gibson, Councillor Goller, Councillor Gordon, Councillor Hofland, Councillor Salisbury, Councillor MacKinnon, and Councillor O'Rourke

Carried (13 to 0)

Chair Downer

Dylan McMahon - Deputy City Clerk

TO: Committee of Management

DATE: September 8th, 2020

SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2020 – Q2

RECOMMENDATION

That the 2020-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 1st – June 30th, 2020, the following activities / actions were reported to the Board of Trustees as they relate to the ELTCR:

- The Elliott Community continues to follow all Directives and mandates received from the Ontario Government regarding COVID-19 for LTC and Retirement homes. The Elliott Community has to date been able to keep the facility COVID free however, we did have one staff test positive in July due to community transmission. No further transmission amongst staff or residents occurred. We must continue to remain vigilant in the coming months as planning is ongoing for a potential second wave of COVID that coincides with flu season. PPE supplies remain steady as we head into the fall.
- Our home is currently offering scheduled indoor visits, outdoor patio visits, window visits and virtual visits for families. We are currently developing new indoor visitor policies and processes that we will implement in early September while continuing to adhere to Ministry of Health and Long Term Care's Directive 3.
- All other areas of our home continue to be closed to the public including the Café, Tuck Shop and Salon. This has meant a significant reduction in revenue from these key areas of our operations. The Salon has recently reopened to our residents following strict Public Health and Government guidelines and we are reviewing our other areas of our operations to see how we could provide services differently.
- The Elliott Community continues to be an active partner working closely with the members of the Guelph and Area Ontario Health Team during this pandemic. Some of the priority areas of work have been around PPE supplies and infectious control practices in congregate settings. Staff at The Elliott have been supporting other homes with education around Infectious Control practices and PPE utilization.
- All staff are required to be tested twice a month as part of the ongoing surveillance of COVID-19. All care providers and indoor visitors must also be tested and have a negative result within a two week period before entering our home.
- A major capital project from 2019 has been completed and the security system is nearing completion. Delays of materials and supplies at the boarder have delayed the completion of this project. Other capital repairs and new work have also been affected. We continue to evaluate all projects on a regular basis.
- Learning to "work and operate" with COVID has been an ongoing learning experience for our entire team. I am proud of our staff and how they have willingly agreed to be redeployed throughout our organization to ensure our residents have been well cared for during these unprecedented times. Sustaining these changes will be our focus moving into the fall and winter.

There have been no conflicts of interest of any Board of Trustee member or employee of The Elliott Community 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 complaint / concern has been received during the second quarter by The Elliott and has been addressed as follows:

| Date | Details of Complaint / Concern | Response from Management | Resolved within The Elliott | Reported to the MOHLTC |
|--------------|--|--|-----------------------------|------------------------|
| June 3, 2020 | Concern expressed on the restrictions for family members visiting their loved ones in LTC during the COVID pandemic. | Shared our long-term strategy around outside visits for family members, included visits on our outdoor Café Patio. | Yes | No |

Critical Incident Reports

There were 5 critical incident reports that have been reported to the MOHLTC during the second quarter by The Elliott Community:

| No. | Details of Critical Incident | Response from Management | Resolved within The Elliott | MOHLTC Completed Inspection |
|----------------|---|---|-----------------------------|-----------------------------|
| M633-000001-20 | CI - fall / unexpected death | Communications with family and caregivers as per protocol. | Yes | No |
| M633-000002-20 | CI - frequent faller | Continue with posey alarm and posey socks and reminders to use walker. | Yes | No |
| M633-000003-20 | Mandatory Report – resident to resident abuse | Residents moved to different home areas, one suitable for wandering behaviours. | Yes | No |
| M633-000004-20 | CI – disease outbreak / COVID-19 | One (1) staff tested positive, all infectious control protocols were followed and report to Public Health | Yes | No |

| | | | | |
|----------------|-----------------------|------------------------------------|-----|----|
| M633-000005-20 | CI – unexpected death | Resident DNR – allow natural death | Yes | No |
|----------------|-----------------------|------------------------------------|-----|----|

City of Guelph - For the Six Months Ending June 30, 2020 Financial Report

The operating and capital funding requests for The Elliott Community were presented on November 20, 2019 to City Council. The 2020 operating funding of \$1,368,467, capital funding of \$212,000, and balanced Long-Term Care operations were approved as presented. All operating and capital funding reports reflect the allocation of direct and indirect costs reflected in the Services Agreement. In addition, a one-time payment of \$100,000 was approved for safety improvements in Long-Term Care.

For the six months ending June 30, 2020, the following observations were noted:

- Total revenue of \$4,624,879 was higher than budget due to the aforementioned receipt of the unbudgeted one-time funding from the City for safety improvements. This work is still a work in progress due to delays because of COVID-19, so the full funding payment has not been recognized as revenue yet. In addition, funding has been received from the Ministry of Long-Term Care to cover expenses related to COVID-19 and temporary pandemic funding.
- Employee costs of \$3,250,180 were higher than budgeted due to extra expenses related to COVID-19 and temporary pandemic funding, and the cancellation of vacation time. Also, WSIB rates for 2020 were lower than budgeted, leading to lower employee benefits expenses.
- Operating Costs of \$1,243,727 were higher than budgeted. There were extra COVID-19 expenses related to personal protective equipment, but these were fully funded. In addition, there were extra equipment expenses related to the installation of safety equipment in Long-Term Care. These were partially offset by lower than expected natural gas and electricity costs, due to the warmer winter weather.
- The calculation of funding from The City of Guelph, as it relates to the funding of the Other Accommodation Envelope, had a \$390 positive variance as at June 30.
- Overall, the consolidated operations of The Elliott Community, which include the results of Long-Term Care, Retirement, and Life Lease, had a positive variance of \$260,868.

The funding from the City of Guelph for 2020 is expected to be fully spent at year end. Cash flow for Long-Term Care was \$40,635 higher than budgeted as at June 30. Most of the planned capital projects are currently on hold due to COVID-19. If the funds remain unspent at year-end, these funds will be retained to assist with Long-Term Care capital projects in future years.

A line is included 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 to better reflect its expected life, but has no cash flow impact.

The Statement of Operations for Long-Term Care and Other Accommodation are enclosed for reference.

Prepared By:

Michelle Karker
Chief Executive Officer

Approved By:

William Koornstra
Chair, Board of Trustees

Attachments:

Attachment 1 – Statement of Operations for LTC
Attachment 2 – Statement of Operations for OA

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care
For the Six Months Ending June 30, 2020

| | Year To Date | | | |
|--|------------------|------------------|------------------|-------------|
| | Budget \$ | Actual \$ | Variance | |
| <u>REVENUE</u> | | | | |
| Accommodation: | | | | |
| Long Term Care - Basic | 916,500 | 900,512 | (15,988) | (2%) |
| Long Term Care - Preferred | 246,000 | 241,573 | (4,427) | (2%) |
| | 1,162,500 | 1,142,085 | (20,415) | (2%) |
| Government Subsidy - LTC: | | | | |
| Provincial - LTC Subsidy | 2,203,714 | 2,404,024 | 200,310 | 9% |
| Provincial - BSO / Physio / Other | 33,420 | 33,420 | 0 | 0% |
| COVID-19 Funding | 0 | 85,183 | 85,183 | 0% |
| Pandemic Funding | 0 | 83,383 | 83,383 | 0% |
| City of Guelph - LTC Operations | 684,233 | 750,020 | 65,786 | 10% |
| | 2,921,367 | 3,356,030 | 434,662 | 15% |
| Other Revenue: | | | | |
| Fees and Recoveries | 37,620 | 46,211 | 8,591 | 23% |
| Amort. of Def'd Contributions | 67,808 | 70,210 | 2,402 | 4% |
| Other Revenue | 13,200 | 10,343 | (2,857) | (22%) |
| | 118,628 | 126,764 | 8,136 | 7% |
| Total Revenue | 4,202,495 | 4,624,879 | 422,383 | 10% |
| <u>EXPENSES</u> | | | | |
| Employee Costs: | | | | |
| Wages and Salaries | 2,358,037 | 2,557,212 | (199,175) | (8%) |
| Employee Benefits | 580,666 | 561,770 | 18,896 | 3% |
| COVID-19 Wages | 0 | 41,112 | (41,112) | 0% |
| COVID-19 Employee Benefits | 0 | 6,703 | (6,703) | 0% |
| Pandemic Subsidy Wages | 0 | 74,168 | (74,168) | 0% |
| Pandemic Subsidy Employee Benefits | 0 | 9,215 | (9,215) | 0% |
| | 2,938,703 | 3,250,180 | (311,477) | (11%) |
| Operating Costs: | | | | |
| Supplies | 301,757 | 323,853 | (22,096) | (7%) |
| COVID-19 Supplies | 0 | 37,368 | (37,368) | 0% |
| Facility Costs | 214,721 | 193,558 | 21,163 | 10% |
| Interest & Financing Fees | 166,427 | 165,530 | 897 | 1% |
| Equipment | 109,719 | 156,452 | (46,732) | (43%) |
| Purchased Services | 109,213 | 98,898 | 10,315 | 9% |
| Administrative & Other | 42,144 | 32,093 | 10,051 | 24% |
| Amortization of Capital Assets | 234,018 | 234,926 | (908) | (0%) |
| Accretion of Def'd Financing Costs | 1,049 | 1,049 | 0 | 0% |
| | 1,179,049 | 1,243,727 | (64,678) | (5%) |
| Total Expenses | 4,117,752 | 4,493,907 | (376,155) | (9%) |
| SURPLUS / (DEFICIT) | 84,743 | 130,972 | 46,228 | |
| Amortization Adjustment to 40 Years | (113,002) | (113,002) | 0 | 0% |
| RESTATED SURPLUS / (DEFICIT) | (28,259) | 17,970 | 46,228 | |
| <u>Exclude Non-Cash Items (Amortization & Future Benefits):</u> | | | | |
| Amortiz. of Def'd Contributions | (67,808) | (70,210) | (2,402) | 4% |
| Amortization of Assets & Fees | 235,067 | 235,974 | 908 | 0% |
| Amortization Adjustment to 40 Years | 113,002 | 113,002 | 0 | 0% |
| Future Benefits | 15,595 | 11,496 | (4,099) | (26%) |
| <u>(Deduct) / Add Cash Payments:</u> | | | | |
| City Mortgage - Principal / Def'd Pmts | (199,568) | (199,568) | 0 | 0% |
| SWAP Loan - Principal Payments | (62,608) | (62,608) | 0 | 0% |
| Capital Lease - LED Lighting | (32,095) | (32,095) | 0 | 0% |
| CASH FLOW | (26,674) | 13,961 | 40,635 | |

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care - OA Envelope
For the Six Months Ending June 30, 2020

| | Year To Date | | | |
|--|------------------|------------------|-----------------|-------------|
| | Budget \$ | Actual \$ | Variance | |
| <u>REVENUE</u> | | | | |
| Accommodation: | | | | |
| Basic | 916,500 | 900,512 | (15,988) | (2%) |
| Preferred | 246,000 | 241,573 | (4,427) | (2%) |
| Provincial Subsidy - MOHLTC | 141,405 | 140,368 | (1,037) | (1%) |
| Municipal Subsidy - City of Guelph | 684,233 | 750,020 | 65,787 | 10% |
| | 1,988,138 | 2,032,473 | 44,335 | 2% |
| Other Revenue: | | | | |
| Fees & Recoveries | 8,820 | 15,329 | 6,509 | 74% |
| Cable Television Fees | 15,600 | 16,552 | 952 | 6% |
| Telephone Fees | 6,000 | 5,786 | (214) | (4%) |
| Amortiz. of Def'd Contributions | 67,808 | 70,210 | 2,402 | 4% |
| Other Revenue | 1,200 | 2,223 | 1,023 | 85% |
| | 99,428 | 110,100 | 10,672 | 11% |
| Total Revenue | 2,087,566 | 2,142,573 | 55,007 | 3% |
| <u>EXPENSES</u> | | | | |
| Employee Costs: | | | | |
| Wages and Salaries | 768,500 | 816,373 | (47,873) | (6%) |
| Employee Benefits | 216,800 | 199,783 | 17,017 | 8% |
| | 985,300 | 1,016,156 | (30,856) | (3%) |
| Operating Costs: | | | | |
| Amortization of Assets & Fees | 235,067 | 235,975 | (908) | (0%) |
| Supplies | 74,007 | 67,869 | 6,138 | 8% |
| Facility Costs | 213,894 | 189,283 | 24,611 | 12% |
| Financing & Service Fees | 166,427 | 165,530 | 897 | 1% |
| Equipment | 79,236 | 142,169 | (62,933) | (79%) |
| Purchased Services | 44,253 | 39,498 | 4,755 | 11% |
| Administrative & Other | 15,292 | 11,613 | 3,679 | 24% |
| | 828,176 | 851,937 | (23,761) | (3%) |
| Total Expenses | 1,813,476 | 1,868,093 | (54,617) | (3%) |
| SURPLUS / (DEFICIT) | 274,090 | 274,480 | 390 | |
| Amortization Adjustment to 40 Years | (113,002) | (113,002) | 0 | 0% |
| RESTATED SURPLUS / (DEFICIT) | 217,589 | 217,979 | 390 | |
| <u>Exclude Non-Cash Items (Amortization & Future Benefits):</u> | | | | |
| Amortiz. of Def'd Contributions | (67,808) | (70,210) | (2,402) | 4% |
| Amortization of Assets & Fees | 235,067 | 235,975 | 908 | 0% |
| Amortization Adjustment to 40 Years | 113,002 | 113,002 | 0 | 0% |
| Future Benefits | 15,595 | 11,496 | (4,099) | (26%) |
| <u>(Deduct) / Add Cash Payments:</u> | | | | |
| City Mortgage - Principal / Def'd Pmts | (199,568) | (199,568) | 0 | 0% |
| SWAP Loan - Principal Payments | (62,608) | (62,608) | 0 | 0% |
| Capital Lease - LED Lighting | (32,095) | (32,095) | 0 | 0% |
| CASH FLOW | 219,174 | 213,971 | (5,203) | |