

# The Elliott Long-Term Care Residence Report

**TO: Committee of Management**

**DATE: September 7, 2021**

**SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2021 – Q2**

---

## RECOMMENDATION

That the 2021-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 1<sup>st</sup> until June 30<sup>th</sup>, 2021, 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 Public Health and the Ontario Government regarding Covid-19 for LTC and Retirement homes.
- Per Ministry and Public Health Directives our home continues to be closed to the public which has had an impact on operational revenue.
- The Elliott Community continues to be an active core partner on the Guelph Wellington Ontario Health Team (GWOHT) working groups, Steering and Governance committees (note new name for the OHT).
- The Elliott Community continues to partner with Guelph General Hospital re: Transitional Beds in our Retirement home area. COVID protocols and Directives are strictly adhered to to ensure our Home remains safe.
- Recruitment continues to be a challenge as we compete to attract the limited health human resources. However, we were fortunate to have a number of nursing students join our team for the summer.
- The Elliott was grateful to receive Federal Student funding for 10 positions. We were able to hire into all the roles.

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 represent specific sections of the responsibilities of the Services Agreement:

## **Complaints / Concerns**

There were 3 complaints/concerns received during the second quarter by The Elliott Community.

Date	Details of Complaint / Concern	Response from Management	Resolved within The Elliott	Reported to the MOHLTC
April 3, 2021	Food Compliant	Director met with resident re: food texture compliant. Ordered new type of product to improve experience.	Yes	No
June 4 <sup>th</sup> , 2021	Food Compliant	Director & Registered Dietitian met with resident re: texture options.	Yes	No

		Resident will trial new food choices and was accepting of health teachings.		
June 13, 2021	Food Compliant	Director & Registered Dietitian met with resident to discuss DM food options. Will ensure DM food options are readily available.	Yes	No

## **Critical Incident Reports**

There were 3 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
M633-000003-21 June 10, 2021	Resident to resident abuse	Reviewed with physician and family. Medication management and relocation to another home area resolved agitation.	Yes	No
M633-000004-21 , June 14, 2021	Unexpected death	Nursing & Physician protocols followed, Coroner was notified and resident died of natural causes.	Yes	No
M633-000005-21, June 20, 2021	Resident injury, and transfer to hospital	Resident was transferred to hospital, family and physician notified.	Yes	No

## **City of Guelph – Statements for the period ending June 30, 2021 Financial Report**

The operating and capital funding requests were presented to Guelph City Council on December 5, 2020. The funding request totalled \$2,083,267 and consisted of:

1. Base operational funding of \$1,368,467;
2. Annual inflation and growth adjustment of \$37,000;
3. Annual capital expenditure of \$212,000; and,
4. Annual compensation adjustment of \$465,800.

City Council approved all amounts requested, with the annual compensation adjustment as a one-time approval. All operating and capital funding reports reflect the allocation of direct and indirect costs reflected in the Services Agreement.

For the six months ended June 30, 2021, the following observations were noted within the LTC financial results (please refer to page 6 for dollar amounts):

- Total revenue for first half of 2021 was \$5,044,519 and exceeded budget by \$443,179. The excess revenue is driven by the COVID-19 funding received from the Provincial Government. The funding was utilized for The Elliott Community's ongoing program to prevent the spread of the virus.
- Accommodation revenue continues to track lower than budget due to COVID-19 related restrictions for admitting new residents into the LTC home. The average LTC occupancy for the January through June period was 92.5%, whereas the budget assumed a 97.0% occupancy level.
- Provincial government funding levels are below budget expectations due to the removal of annual increases. Some retroactive funding is expected to be provided later this year, but amounts and timing have not yet been announced.
- Other revenue exceeded budget due to higher than expected funding received for the acquisition of equipment and educational programs received during the period.
- Overall employee costs are over budget by \$220,916, driven mainly by COVID-19 requirements. Mandatory prevention programs required that additional staff be hired and maintained for screening and cleaning tasks. Savings of \$152,502 in non-COVID-related wages and salaries were generated during the period due mainly to vacant positions, which are now generally filled.
- Operating costs are \$239,910 over budget, driven mainly by COVID-19 expenditures. COVID-19 funding has lagged expenses by approximately \$42,000 as at the end of June 2021. All other operating expense items are below budget, exceeding the Management Challenge for expense reductions.
- The surplus for the period was \$88,809 and \$17,647 below budget. After considering the building depreciation adjustment, the restated deficit is \$24,193.
- Cash flow for the period is \$35,057 and above budget due to the deferral of some capital expenditures into the second half of the year.

A line has been included at the bottom of the LTC Statement of Operations to demonstrate the impact of a revision in the amortization period of The Elliott building from 20 years to 40 years. A 40 year amortization period for this building is more appropriate than a 20 year amortization period. The aggressive 20 year amortization period utilized until 2017 has created a negative surplus on the balance sheet. This change, however, does not impact the reported cash flows.

The Statement of Operations for Long-term Care and Other Accommodation are included 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, 2021**

	Year To Date		
	Budget \$	Actual \$	Variance
<b><u>REVENUE</u></b>			
<b>Accommodation:</b>			
Long Term Care - Basic	914,043	829,515	(84,528)
Long Term Care - Preferred	245,783	205,047	(40,736)
	<u>1,159,826</u>	<u>1,034,562</u>	<u>(125,264)</u>
<b>Government Subsidy - LTC:</b>			
Provincial - LTC Subsidy	2,373,919	2,255,884	(118,034)
Provincial - BSO / Physio / Other	33,420	33,420	0
COVID- 19 Funding	0	522,323	522,323
Pandemic Funding	0	139,118	139,118
City of Guelph - LTC Operations	916,884	935,628	18,744
	<u>3,324,223</u>	<u>3,886,373</u>	<u>562,151</u>
<b>Other Revenue:</b>			
Fees and Recoveries	37,620	34,691	(2,929)
Amort. of Def'd Contributions	72,312	78,418	6,106
Other Revenue	7,260	10,375	3,115
	<u>117,192</u>	<u>123,484</u>	<u>6,292</u>
<b>Total Revenue</b>	<b>4,601,241</b>	<b>5,044,419</b>	<b>443,179</b>
<b><u>EXPENSES</u></b>			
<b>Employee Costs:</b>			
Wages and Salaries	2,707,184	2,554,682	152,502
Employee Benefits	621,227	628,896	(7,669)
COVID- 19 Wages	0	200,086	(200,086)
COVID- 19 Employee Benefits	0	26,544	(26,544)
Pandemic Subsidy Wages	0	139,119	(139,119)
Pandemic Subsidy Employee Benefits	0	0	0
	<u>3,328,411</u>	<u>3,549,327</u>	<u>(220,916)</u>
<b>Operating Costs:</b>			
Supplies	304,332	286,458	17,874
COVID- 19 Supplies	0	337,774	(337,774)
Facility Costs	209,889	197,290	12,599
Interest & Financing Fees	158,044	157,876	168
Equipment	116,048	71,008	45,040
Purchased Services	105,698	85,011	20,687
Administrative & Other	43,132	38,014	5,118
Amortization of Capital Assets	246,930	231,803	15,127
Accretion of Def'd Financing Costs	1,050	1,049	1
Management Challenge	(18,750)	0	(18,750)
	<u>1,166,373</u>	<u>1,406,283</u>	<u>(239,910)</u>
<b>Total Expenses</b>	<b>4,494,784</b>	<b>4,955,610</b>	<b>(460,826)</b>
<b>SURPLUS / (DEFICIT)</b>	<b>106,457</b>	<b>88,809</b>	<b>(17,647)</b>
Amortization Adjustment to 40 Years	(113,002)	(113,002)	0
<b>RESTATED SURPLUS / (DEFICIT)</b>	<b>(6,545)</b>	<b>(24,193)</b>	<b>(17,648)</b>
<b>Cash Flow Analysis:</b>			
<b><u>Exclude Amortization &amp; Future Benefits:</u></b>			
Amortiz. of Def'd Contributions	(72,312)	(78,418)	(6,106)
Amortization of Assets & Fees	247,980	232,852	(15,128)
Amortization Adjustment to 40 Years	113,002	113,002	0
Future Benefits	16,506	11,497	(5,009)
<b><u>(Deduct) / Add Cash Payments:</u></b>			
City Mortgage - Principal / Def'd Pmts	(239,710)	(239,710)	0
SWAP Loan - Principal Payments	(73,800)	(73,800)	0
Capital Purchases	(113,475)	(12,173)	101,302
City of Guelph Capital Funding	106,000	106,000	0
<b>CASH FLOW</b>	<b>(22,354)</b>	<b>35,057</b>	<b>57,411</b>

**THE ELLIOTT COMMUNITY**  
**OA Envelope - Long Term Care**  
**For the Six Months Ending June 30, 2021**

	Year To Date		
	Budget \$	Actual \$	Variance
<b><u>REVENUE</u></b>			
<b>Accommodation:</b>			
Basic	914,043	829,515	(84,528)
Preferred	245,783	205,047	(40,736)
Provincial Subsidy - MOHLTC	122,245	157,464	35,219
Municipal Subsidy - City of Guelph	916,884	935,628	18,744
	<b>2,198,955</b>	<b>2,127,654</b>	<b>(71,301)</b>
<b>Other Revenue:</b>			
Fees & Recoveries	8,520	8,345	(175)
Cable Television Fees	16,200	14,605	(1,595)
Telephone Fees	5,700	6,307	607
Amortiz. of Def'd Contributions	72,312	78,418	6,106
Other Revenue	1,260	2,255	995
	<b>103,992</b>	<b>109,930</b>	<b>5,938</b>
<b>Total Revenue</b>	<b>2,302,947</b>	<b>2,237,584</b>	<b>(65,363)</b>
<b><u>EXPENSES</u></b>			
<b>Employee Costs:</b>			
Wages and Salaries	807,290	804,991	2,299
Employee Benefits	218,973	201,240	17,733
	<b>1,026,263</b>	<b>1,006,231</b>	<b>20,032</b>
<b>Operating Costs:</b>			
Amortization of Assets & Fees	247,980	232,852	15,128
Supplies	71,699	60,400	11,299
Facility Costs	209,061	194,217	14,844
Financing & Service Fees	158,044	157,876	168
Equipment	82,620	56,002	26,618
Purchased Services	39,827	29,277	10,550
Administrative & Other	16,717	15,343	1,374
Management Challenge	(18,750)	0	(18,750)
	<b>807,198</b>	<b>745,967</b>	<b>61,231</b>
<b>Total Expenses</b>	<b>1,833,461</b>	<b>1,752,198</b>	<b>81,263</b>
<b>SURPLUS / (DEFICIT)</b>	<b>469,486</b>	<b>485,386</b>	<b>15,900</b>
Amortization Adjustment to 40 Years	(113,002)	(113,002)	0
<b>RESTATED SURPLUS / (DEFICIT)</b>	<b>356,484</b>	<b>372,384</b>	<b>15,900</b>
<b><u>Exclude Non- Cash Items (Amortization &amp; Future Benefits):</u></b>			
Amortiz. of Def'd Contributions	(72,312)	(78,418)	(6,106)
Amortization of Assets & Fees	247,980	232,852	(15,128)
Amortization Adjustment to 40 Years	113,002	113,002	0
Future Benefits	16,506	11,497	(5,009)
<b><u>(Deduct) / Add Cash Payments:</u></b>			
City Mortgage - Principal / Def'd Pmts	(239,710)	(239,710)	0
SWAP Loan - Principal Payments	(73,800)	(73,800)	0
Capital Purchases	(113,475)	(12,173)	101,302
City of Guelph Capital Funding	106,000	106,000	0
<b>CASH FLOW</b>	<b>340,675</b>	<b>431,634</b>	<b>90,959</b>