



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 1st until June 30th, 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 th , 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 |
| <u>REVENUE</u> | | | |
| Accommodation: | | | |
| 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> |
| Government Subsidy - LTC: | | | |
| 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> |
| Other Revenue: | | | |
| 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> |
| Total Revenue | 4,601,241 | 5,044,419 | 443,179 |
| <u>EXPENSES</u> | | | |
| Employee Costs: | | | |
| 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> |
| Operating Costs: | | | |
| 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> |
| Total Expenses | 4,494,784 | 4,955,610 | (460,826) |
| SURPLUS / (DEFICIT) | 106,457 | 88,809 | (17,647) |
| Amortization Adjustment to 40 Years | (113,002) | (113,002) | 0 |
| RESTATED SURPLUS / (DEFICIT) | (6,545) | (24,193) | (17,648) |
| Cash Flow Analysis: | | | |
| <u>Exclude Amortization & Future Benefits:</u> | | | |
| 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) |
| <u>(Deduct) / Add Cash Payments:</u> | | | |
| 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 |
| CASH FLOW | (22,354) | 35,057 | 57,411 |

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

| | Year To Date | | |
|---|------------------|------------------|-----------------|
| | Budget \$ | Actual \$ | Variance |
| <u>REVENUE</u> | | | |
| Accommodation: | | | |
| 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 |
| | <u>2,198,955</u> | <u>2,127,654</u> | <u>(71,301)</u> |
| Other Revenue: | | | |
| 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 |
| | <u>103,992</u> | <u>109,930</u> | <u>5,938</u> |
| Total Revenue | 2,302,947 | 2,237,584 | (65,363) |
| <u>EXPENSES</u> | | | |
| Employee Costs: | | | |
| Wages and Salaries | 807,290 | 804,991 | 2,299 |
| Employee Benefits | 218,973 | 201,240 | 17,733 |
| | <u>1,026,263</u> | <u>1,006,231</u> | <u>20,032</u> |
| Operating Costs: | | | |
| 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) |
| | <u>807,198</u> | <u>745,967</u> | <u>61,231</u> |
| Total Expenses | 1,833,461 | 1,752,198 | 81,263 |
| SURPLUS / (DEFICIT) | 469,486 | 485,386 | 15,900 |
| Amortization Adjustment to 40 Years | (113,002) | (113,002) | 0 |
| RESTATED SURPLUS / (DEFICIT) | 356,484 | 372,384 | 15,900 |
| <u>Exclude Non- Cash Items (Amortization & Future Benefits):</u> | | | |
| 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) |
| <u>(Deduct) / Add Cash Payments:</u> | | | |
| 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 |
| CASH FLOW | 340,675 | 431,634 | 90,959 |