

The Elliott Long-Term Care Residence Report

TO: Committee of Management

DATE: December 6th, 2021

SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2021 – Q3

RECOMMENDATION

That the 2021-Q3 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 July 1st – September 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 staff and Board representatives continues as an active core partner on the Guelph Wellington Ontario Health Team (GWOHT) working groups, Steering and Governance committees
- 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 ensuring our Home remains safe.
- Recruitment continues to be a challenge as we compete to attract the limited health human resources. We have several registered staff leave for higher paying positions.

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 Q3 by The Elliott Community.

Date	Details of Complaint / Concern	Response from Management	Resolved within The Elliott	Reported to the MOHLTC
Nov 10 th , 2021	Pharmacy Billing Complaint	Administrator met with pharmacy and family. ODB and 3 rd party insurance issues resolved.	Yes	No
Oct 10 th , 2021	Food Complaint	Director & Registered Dietitian met with resident re: texture options. Resident struggles with needing texture food choices and will	Yes	No

		continue to be offered other choices.		
July 17 th , 2021	Food Compliant	Director & Registered Dietitian met with resident and family regarding a substitute menu item from our supplier. We are not accepting substitutions to ensure a more pleasurable experience.	Yes	No

Critical Incident Reports

There were 3 critical incident reports that have been reported to the MOHLTC during Q3 by The Elliott Community:

No.	Details of Critical Incident	Response from Management	Resolved within The Elliott	MOHLTC Completed Inspection
M633-000009-21 Nov 4 th , 2021	Resident to resident abuse	Reviewed with physician and family. Medication management and 1:1 staff support for resident. Resolved no further issues.	Yes	No
M633-000008-21 Oct 11 th , 2021	Resident injury and hospital transfer	Resident feeding tube damaged and needed to be replaced. Physician and staff have reviewed and family satisfied with outcome.	Yes	No
M633-000007-21 July 19 th , 2021	Resident to resident abuse	Reviewed with physician and family. Medication management and staff monitoring support for resident. Resolved no further issues.	Yes	No

City of Guelph – Statements for the period ending September 30, 2021 Financial Report

The operating and capital funding requests were presented to Guelph City Council on December 5, 2020. The funding request totaled \$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 nine months ended September 30, 2021, the following observations were noted within the LTC financial results (please refer to page 6 for dollar amounts):

- Total revenue for nine-month period was \$7,529,436 and exceeded budget by \$616,727. The excess revenue is driven by the COVID-19 funding received from the Provincial Government. This 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 September period was 91.9%, whereas the budget assumed a 97.0% occupancy level. Occupancy rates are trending upward.
- Provincial government funding levels are below budget due to lower than expected annual increases. Retroactive funding of 1.5% back to April was provided in September, which is equal to 0.85% of expenses.
- 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 \$263,521, driven mainly by COVID-19 requirements. Mandatory prevention programs required that additional staff be hired and maintained for screening, on-site testing and cleaning tasks. Savings of \$238,553 in non-COVID related wages and salaries were generated during the period due mainly to vacant positions.
- Operating costs are \$264,714 over budget, driven mainly by COVID-19 expenditures. All other operating expense items are below budget, exceeding the Management Challenge for expense reductions. Excluding Covid-19 expenses, total expenses are \$373,016 below budget.
- The surplus for the period was \$335,187 and \$88,491 above budget. After considering the building depreciation adjustment, the restated surplus is \$278,686.
- Cash flow for the period is \$452,145 and above budget due to the timing of some capital expenditures.

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 - LTC

THE ELLIOTT COMMUNITY
STATEMENT OF OPERATIONS
Long Term Care
For the Nine Months Ending September 30, 2021

	Year To Date		
	Budget \$	Actual \$	Variance
<u>REVENUE</u>			
Accommodation:			
Long Term Care - Basic	1,375,635	1,242,250	(133,385)
Long Term Care - Preferred	369,903	298,822	(71,081)
	<u>1,745,538</u>	<u>1,541,072</u>	<u>(204,466)</u>
Government Subsidy - LTC:			
Provincial - LTC Subsidy	3,565,928	3,438,651	(127,277)
Provincial - BSO / Physio / Other	50,130	50,130	0
COVID-19 Funding	0	706,065	706,065
Pandemic Funding	0	195,183	195,183
City of Guelph - LTC Operations	1,375,325	1,403,441	28,116
	<u>4,991,383</u>	<u>5,793,470</u>	<u>802,087</u>
Other Revenue:			
Fees and Recoveries	56,430	62,481	6,051
Amort. of Def'd Contributions	108,468	117,627	9,158
Other Revenue	10,890	14,786	3,896
	<u>175,788</u>	<u>194,894</u>	<u>19,106</u>
Total Revenue	6,912,709	7,529,436	616,727
<u>EXPENSES</u>			
Employee Costs:			
Wages and Salaries	4,000,391	3,761,838	238,553
Employee Benefits	919,476	916,684	2,793
COVID-19 Wages	0	273,287	(273,287)
COVID-19 Employee Benefits	0	36,395	(36,395)
Pandemic Subsidy Wages	0	199,559	(199,559)
Pandemic Subsidy Employee Benefits	0	(4,375)	4,375
	<u>4,919,867</u>	<u>5,183,389</u>	<u>(263,521)</u>
Operating Costs:			
Supplies	453,775	431,640	22,135
COVID-19 Supplies	0	396,383	(396,383)
Facility Costs	322,369	286,605	35,764
Interest & Financing Fees	237,231	235,337	1,894
Equipment	163,448	123,319	40,129
Purchased Services	160,112	135,475	24,637
Administrative & Other	65,553	52,823	12,730
Amortization of Capital Assets	370,209	347,705	22,504
Accretion of Def'd Financing Costs	1,575	1,573	2
Management Challenge	(28,125)	0	(28,125)
	<u>1,746,147</u>	<u>2,010,860</u>	<u>(264,714)</u>
Total Expenses	6,666,014	7,194,249	(528,235)
SURPLUS / (DEFICIT)	246,696	335,187	88,493
Amortization Adjustment to 40 Years	(56,501)	(56,501)	0
RESTATED SURPLUS / (DEFICIT)	190,195	278,686	88,493
Cash Flow Analysis:			
<u>Exclude Non-Cash Items (Amortization & Future Benefits):</u>			
Amortiz. of Def'd Contributions	(108,468)	(117,627)	(9,159)
Amortization of Assets & Fees	371,784	349,278	(22,506)
Amortization Adjustment to 40 Years	56,501	56,501	0
Future Benefits	24,750	17,244	(7,506)
<u>(Deduct) / Add Cash Payments:</u>			
City Mortgage - Principal / Def'd Pmts	(99,396)	(99,396)	0
SWAP Loan - Principal Payments	(31,304)	(31,304)	0
Capital Lease - LED Lighting	(15,984)	(15,984)	0
Capital Purchases	(170,213)	(144,253)	25,960
City of Guelph - Capital Funding	159,000	159,000	0
CASH FLOW	376,865	452,145	75,282

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

	Year To Date		
	Budget \$	Actual \$	Variance
<u>REVENUE</u>			
Accommodation:			
Basic	1,375,635	1,242,250	(133,385)
Preferred	369,903	298,822	(71,081)
Provincial Subsidy - MOHLTC	174,045	236,196	62,151
Municipal Subsidy - City of Guelph	1,375,325	1,403,441	28,116
	3,294,908	3,180,709	(114,199)
Other Revenue:			
Fees & Recoveries	12,780	22,399	9,619
Cable Television Fees	24,300	22,061	(2,239)
Telephone Fees	8,550	9,755	1,205
Amortiz. of Def'd Contributions	108,468	117,627	9,159
Other Revenue	1,890	3,606	1,716
	155,988	175,448	19,460
Total Revenue	3,450,896	3,356,157	(94,739)
<u>EXPENSES</u>			
Employee Costs:			
Wages and Salaries	1,190,410	1,168,700	21,710
Employee Benefits	324,345	291,788	32,557
	1,514,755	1,460,488	54,267
Operating Costs:			
Amortization of Assets & Fees	371,784	349,278	22,506
Supplies	105,201	87,171	18,030
Facility Costs	321,126	283,165	37,961
Financing & Service Fees	237,231	235,337	1,894
Equipment	115,430	97,771	17,659
Purchased Services	61,590	50,702	10,888
Administrative & Other	24,683	20,342	4,341
Management Challenge	(28,125)	0	(28,125)
	1,208,920	1,123,766	85,154
Total Expenses	2,723,675	2,584,254	139,421
SURPLUS / (DEFICIT)	727,222	771,903	44,682
Amortization Adjustment to 40 Years	(56,501)	(56,501)	0
RESTATED SURPLUS / (DEFICIT)	670,721	715,402	44,682
Cash Flow Analysis:			
<u>Exclude Non-Cash Items (Amortization & Future Benefits):</u>			
Amortiz. of Def'd Contributions	(108,468)	(117,627)	(9,159)
Amortization of Assets & Fees	371,784	349,278	(22,506)
Amortization Adjustment to 40 Years	56,501	56,501	0
Future Benefits	24,750	17,244	(7,506)
<u>(Deduct) / Add Cash Payments:</u>			
City Mortgage - Principal / Def'd Pmts	(99,396)	(99,396)	0
SWAP Loan - Principal Payments	(31,304)	(31,304)	0
Capital Lease - LED Lighting	(15,984)	(15,984)	0
Capital Purchases	(170,213)	(144,253)	25,960
City of Guelph - Capital Funding	159,000	159,000	0
CASH FLOW	857,391	888,861	31,471