



The Elliott Long-Term Care Residence Report

TO: Committee of Management

DATE: March 5, 2024

SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2023 – Q4

RECOMMENDATION

That the 2023-Q4 quarterly report on the operations of The Elliott Long-Term Care Residence (the ELTCR), be received.

BACKGROUND

The Fixing Long-Term Care Act, 2021 requires every municipality within Ontario 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 Bylaw, 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 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 ELTCR operations, this report only reflects 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 Fixing Long-Term Care Act, 2021, including fulfilling the obligations under section 69;
- (d) Complying with all laws, regulations, policies, and orders made by any level of government that relate to the operation of the ELTCR;
- (e) Complying with all provisions in the Elliott Delegation of Authority Bylaw; and,
- (f) Managing a Business Plan and Strategic Plan for the ELTCR.

Overview of the Operations

For the period October 1st – December 31, 2023, the following activities/actions were reported to the Board of Trustees as they relate to the ELTCR:

- monitoring and continuous improvement. The successful implementation of this system reinforces the commitment to delivering high-quality care and maintaining a resident-centred approach.

- The Elliott Community continues to work towards becoming the first long-term care home in Guelph accredited in The Butterfly Approach, an innovative, person-centred and emotion-focused model of care. The official launch of our Butterfly journey was on October 23. The transformation is expected to take 18 months in our third-floor Wellington and Fountain home areas. Transformation has already begun with our new door covers being installed. Please follow us on social media to see those changes to date.
- The Elliott Community continues to maintain the 4.0 hours set in the FLTC Act that the Home must achieve the target by March 31, 2025.
- The Elliott Community follows all Ontario Government and Public Health Directives regarding Infection Prevention and Control standards.

There have been no conflicts of interest of any Board of Trustee member or employee of The Elliott Community 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.

In the opinion of the Chair of the Board of Trustees, no other issues or matters require a 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 two (2) complaints/concerns received during Q4 by the ELTCR. Both complaints were resolved to the satisfaction of the complainants.

Date	Details of Complaint / Concern	Response from Management	Resolved within The Elliott	Reported to the MOHLTC
November 27, 2023	Breach of privacy email sent from Reception	Email sent out to all LTC families re a hearing clinic 'cc' instead of 'bcc' by staff covering the front desk during vacation. All communication will flow through the Supervisor going forward; family member notified.	Yes	No

December 7, 2023	Wrong hearing aides	PSW staff put the wrong hearing aid in the residents' ear. Moving forward hearing aids will be applied by Registered Staff only, not PSW staff. Attending physician and family were notified.	Yes	No
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Critical Incident Reports

Two (2) critical incidents have been reported to the MOHLTC during Q4 by the ELTCR:

No.	Details of Critical Incident	Response from Management	Resolved within The Elliott	MOHLTC Completed Inspection
M633-0000011-23	Disease Outbreak	COVID outbreak declared December 16, 2023 by Public Health. IPAC protocols followed; outbreak declared over on January 10, 2024.	Yes	Yes
M633-0000012-23	Fall with Injury	Prior to the fall, fall interventions were in place. Resident fell trying to sit on a chair, was transferred to hospital and sustained a fractured pelvis. More assistance with transfers and close monitoring by staff; all pre-fall interventions continue.	Yes	Yes

Financial Overview

The operating and capital funding requests were presented to Guelph City Council for approval on December 2, 2021. The total funding request for 2023 was \$2,825,924 and consisted of:

- Base operational funding of \$2,009,550; and,
- Annual capital expenditure of \$816,374.

City Council approved all amounts requested.

Financial Results*

The preliminary LTC financial results for the year ended *December 31, 2023*, are *subject to change pending the financial statement audit.

At the end of the year, The Elliott has a surplus of \$27,368, which was higher than budget. Accommodation rates were increased more than expected, combined with an occupancy rate that is 1.9% higher than budgeted, combined, this was a significant driver for the surplus in 2023.



Statement of Operations and Variance Analysis*

**THE ELLIOTT COMMUNITY
LTC - STATEMENT OF OPERATIONS
For the Twelve Months Ending December 31, 2023***
(*preliminary results)

	OA Envelope Actual \$	Other envelopes Actual \$	Total all envelopes Actual \$	Year To Date Budget \$	Variance \$	%	Notes
REVENUE							
LTC accomodation (basic and preferred)	2,340,847	0	2,340,846	1,989,579	351,268	18%	1
Provincial funding - MLTC	644,798	6,726,250	7,371,048	6,500,578	870,471	13%	2
City of Guelph funding	2,009,556	0	2,009,556	2,009,550	6	0%	
Recognition of deferred contributions	301,581	0	301,581	255,949	45,632	18%	
Other revenue	120,693	55,121	175,814	103,032	72,782	71%	3
Total Revenue	5,417,475	6,781,371	12,198,845	10,858,687	1,340,158	12%	
EXPENSES							
Wages, salaries and benefits	2,696,720	6,229,302	8,926,022	7,818,282	1,107,740	14%	4
Supplies, facilities, equipment, services	897,660	1,219,422	2,117,082	2,024,062	93,020	5%	
Administrative, financing, other	471,456	71,882	543,338	480,121	63,218	13%	5
Amortization of capital assets and financing fees	585,036	0	585,037	535,425	49,612	9%	
Total Expenses	4,650,872	7,520,606	12,171,479	10,857,889	1,313,590	12%	
SURPLUS / (DEFICIT)	766,603	(739,235)	27,367	798	26,568	3327%	

Actual results with variances of 10% and \$50,000 compared to budget are explained as follows:

1. LTC Accommodation – allowable rates for accommodation fees increased more than budget, resulting in a positive variance
- 2 & 4. MLTC funding resulted in a positive variance mostly as a result of funding for the 4 hours of care program. This was completely offset with an increase in spending for wages, salaries and benefits.
3. Other revenue positive variance is the result of recoveries for medical supplies which has increased as a result of increased volume of purchases and increased prices.
5. Expenses for administration were higher than budget mostly as a result of higher insurance premiums, recruitment costs and increased software fees.

Capital Reserve*

The capital reserve continuity for Q4 2023 is *subject to change pending the financial statement audit.

	Year To Date Actual \$	Year To Date Budget \$	Variance \$	%
CAPITAL RESERVE CONTINUITY				
Opening Balance January 1, 2023	385,075	385,075	0	0%
Less: Capital Expenditures (City of Guelph)	(541,183)	(574,485)	33,302	-6%
Add: Capital Contributions (City of Guelph)	816,368	816,374	(6)	0%
Closing Capital Reserve Balance to date	660,260	626,964	33,296	5%

This year, one capital expenditure budgeted for \$30,000 was deferred as a result of scheduling conflicts. Any savings from capital expenditure actuals compared to budget were spent during the year for unplanned capital needs.

Edinburgh Redevelopment (LTC bed expansion)

Information provided up-to date of the report.

The LTC bed expansion (Edinburgh redevelopment) is well underway (refer to project status report for details). Overall project status as of December 31, 2023 is "At Risk". Status slipped from Green (On Track) to Yellow (At Risk) during December as a result of late issued submittals. The project team was hopeful that this would not impact the overall schedule. Unfortunately, the project status as of January 31, 2024 slipped again to Orange (High Risk). In January, TEC received formal notice of a schedule delay with a revised substantial completion date of August 2, 2024. This revised date is 9 weeks later than the construction manager's original plan of May 29, 2024. The project schedule continues to be under review for further impacts related to unforeseen conditions and incomplete design decisions that could further impact the schedule. At this time, the project cost estimate remains at \$6.89 million. However, the impact from a delay in opening will have a financial impact on operations. Please refer to Appendix A for a comprehensive discussion.

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APPROVED BY:

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RECOMMENDED BY:

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CEO

Attach. Appendix A