



The Elliott Long-Term Care Residence Report

TO: Committee of Management

DATE: August 22, 2024

SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2024 – Q2

RECOMMENDATION

That the 2024-Q2 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 (FLTC 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

- The Elliott Community continues to work towards accreditation in the The Butterfly Approach in two of the four LTC home areas. All team members involved in the project along with all members of the Senior Leadership Team have completed the third of eight training modules. The Elliott Community has successfully achieved all milestones in our Butterfly Approach execution plan.

- The Elliott Community has exceeded the provincial standard of 4.0 direct hours of care per day as required by the FLTC Act that the Home must achieve prior to March 31, 2025. In Q2, The Elliott Community has improved from 4.16 direct hours of care to 4.44 direct hours of care.
- The Elliott Long Term Care Services Agreement (LSAA) was extended for one year and that extension agreement was signed by both the City and The Elliott. TEC will be meeting with Ontario Health West in Q3 to modify the performance accountability agreement to include the new beds as a result of the Edinburgh redevelopment.
- The final Occupancy Plan for the Edinburgh redevelopment project will be submitted in Q3 as per the MLTC schedule.
- 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 no complaints/concerns received during Q2 by the ELTCR.

Date	Details of Complaint / Concern	Response from Management	Resolved within The Elliott	Reported to the MOHLTC

Critical Incident Reports

One (1) critical incident has been reported to the MOHLTC during Q2 by the ELTCR:

No.	Details of Critical Incident	Response from Management	Resolved within The Elliott	MOHLTC Completed Inspection
M633-000003-24 May 16, 2024	Inappropriate verbal comments made by staff member to resident (Abuse)	Staff member suspended pending investigation Investigation with all stakeholders including resident Ongoing communication and apology to resident Staff member learning plan developed Mandatory Training All Staff 100%	Yes	None

Financial Overview

City Council approved The Elliott's 2024-2027 Multi-Year Budget for Long-Term Care, on November 29, 2023. The total funding request for 2024 was \$3,169,991 and consisted of:

- Base operational funding of \$2,329,126; and,
- Annual capital expenditure of \$840,865.

Financial Results

At the end of Q2 2024, The Elliott – LTC operations has a surplus of \$259,006 in comparison to small deficit budgeted year-to-date.

Statement of Operations and Variance Analysis

THE ELLIOTT COMMUNITY LTC - STATEMENT OF OPERATIONS For the Six Months Ending June 30, 2024

	OA Envelope Actual \$	Other envelopes Actual \$	Total all envelopes Actual \$	Year To Date Budget \$	Variance \$	%	Notes
REVENUE							
LTC accommodation (basic and preferred)	1,175,062	0	1,175,062	1,146,268	28,794	3%	
Provincial funding - MLTC	407,251	3,490,846	3,898,097	3,384,846	513,251	15%	1
City of Guelph funding	1,164,564	0	1,164,564	1,164,563	1	0%	
Recognition of deferred contributions	179,900	0	179,900	177,208	2,692	2%	
Other revenue	83,953	57,668	141,621	89,851	51,770	58%	2
Total Revenue	3,010,730	3,548,514	6,559,244	5,962,736	596,508	10%	
EXPENSES							
Wages, salaries and benefits	1,323,366	3,330,206	4,653,572	4,390,098	263,474	6%	3
Supplies, facilities, equipment, services	487,504	580,726	1,068,230	980,887	87,343	9%	4
Administrative, financing, other	207,292	52,058	259,350	268,577	(9,227)	-3%	
Amortization of capital assets and financing fees	319,087	0	319,086	325,748	(6,662)	-2%	
Total Expenses	2,337,249	3,962,990	6,300,238	5,965,310	334,928	6%	
SURPLUS / (DEFICIT)	673,481	(414,476)	259,006	(2,574)	261,580	-10162%	5

Actual results with variances of 10% and \$25,000 compared to budget are explained as follows:

1. LTC has received a significant amount of unbudgeted revenue from MLTC relating to 4-hours of care and increased base level of care funding.
2. Other revenue has increased
3. Salaries and Benefits has increased corresponding to the 4-hours of care funding.
4. Supply cost are over budget driven by the high cost of raw food and housekeeping supplies. Housekeeping supplies for enhanced cleaning was previously funded and reported as COVID Supplies, however is now rolled into ongoing operations, while enhanced protocols remain.
5. Year-to-date LTC operations are showing a surplus as increased revenues have outpaced expenditures, while the Elliott strategically plans for the significant unbudgeted increase in provincial funding.

Edinburgh redevelopment (LTC bed expansion)

The Edinburgh project has experienced some issues resulting in a delay to the expected completion date. Construction is currently targeted to be substantially complete October 4, 2024; this is 2 months later than the project baseline. The Edinburgh project budget is \$6.9 million. In February 2023, City Council approved construction financing of up to \$6.2 million, with a portion to be converted to a long-term loan agreement once the project is complete. As a result of the issues encountered, the revised project costs are anticipated to be \$7.2 million (\$300,000 over budget). This will require \$2.5 million in long-term financing from the City, an increase from the previously estimated amount included in the Council approval from February 2023 of \$1.9 million. The per diem construction funding subsidy from the Ministry of Long-Term Care will be sufficient to service the revised long-term debt, and there is no City ongoing operating subsidy impact is expected from this change. The Elliott team have been meeting on a monthly basis with City staff regarding cash flow and financing requirements for the project, and have been made aware of the revised expectations.

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RECOMMENDED BY:

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APPROVED BY:

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