



Performance Report to City Council

July 16, 2025





The Elliott Community

Who We Are:

The Elliott was established in 1903 marking 122 years of service to the Guelph community.

The Elliott Community provides 4 levels of care:

- 114 people living in Long-Term Care (LTC)
- 121 people living in Supportive Retirement, Assisted Living and Transitional Care
- 78 Life Lease suites
- Supported by a team of 225 and 35 volunteers who contributed over 2150 hours in 2024



Strategic Imperatives 2024-2027

Enhance the Experience of those who live here

- Continually enhance the quality of care, the lived experience and the facilities for everyone living within the Elliott Community

Bring Out the Best in Everyone

- At The Elliott Community, we want our people and our culture to flourish, constantly building an organization where every individual, regardless of their role and background, feels valued, empowered, and motivated to contribute their best

Create Community Partnerships with Purpose

- Constantly search out, develop and nurture partnerships that reinforce our contribution to health and wellness, widen community awareness of our work, expand our volunteer base and build multi- generational support for our endeavours so that our brand reputation and goodwill reserves continue to grow

Focus on Financial Sustainability

- Continue to adopt the best financial management practices and implement all potential revenue and cost- saving opportunities to support short- and long-term sustainability to maintain financial well-being for all areas of the organization.



Key Performance Metrics 2024

Enhance the Experience of those who live at The Elliott Community

Achieved and maintained 4 hours of care, per day, per resident - milestone met in June 2023, 1.5 years ahead of provincial requirements.

Expand LTC beds - With support of The City of Guelph, The Elliott secured Ministry approval and capital funding for 29 new LTC beds. Our first residents moved into The Elliott in November 2024.

Butterfly philosophy of care - We began our journey to embrace this person-centred approach to care in 2023. In May 2025, The Elliott Community became the first Butterfly Accredited home in Guelph and Wellington County with an award of Level 1 Accreditation.

Registered Nurses Association of Ontario Clinical Pathways Initiative

In partnership with the RNAO, The Elliott launched best practice care pathways that are embedded into our clinical documentation system, ensuring that our care standard always reflects emerging evidence and best practice.



LTC Resident Care KPI

Indicator	Q1	Q2	Q3	Q4	TEC Target	Mandate for Reporting
% of Residents who fell in the last 30 days	23.5	19.8	19.5	17.3	16.1%	L-SAA
% of Residents whose pressure ulcer worsened	3.9	5.6	2.7	4.1	2.5%	L-SAA
% of Residents on Antipsychotics without a diagnosis of psychosis	16.9	18.6	16.1	25.9	15%	L-SAA
% of Residents in physical restraints – monthly average	0	0	0	0	0	L-SAA
# of Direct Care Hours Per Resident, Per Day	4.42	4.39	4.54	4.58	4	L-SAA
# of Rejected applications by LTC Home due to inability to meet resident care needs	0	0	3	0	0	L-SAA
# of potentially avoidable ED visits made by residents of LTC homes per 100 residents	NR	NR	NR	NR	<10	L-SAA
# of Critical Incidents per month	0.66	0.33	1	0.66	<1	L-SAA
# of MLTC Inspections per month	0	0	0.33	0.33	<0.33	L-SAA
# of transfers to hospital per month	2.66	3.33	3.66	3.66	<6	L-SAA
# of residents who responded to experience surveys				41	>40	L-SAA
% of residents who would recommend TEC				85.89	>75	L-SAA



Key Performance Metrics 2024

Bring Out the Best in Everyone at The Elliott Community

Beginning in 2024 and continuing into 2025, the Elliott Community in partnership with Four Simple Words has engaged a broad group of stakeholders, including residents, families, team members, volunteers and our Board of Trustees to develop and socialize Our Commitment to Equity and Inclusion. This is a document that outlines our commitment to everyone at The Elliott.

The principles include:

- Honour diverse identities
- Empower the individual
- Cultivate person-centred relationships
- Create a welcome home



Key Performance Metrics 2024

Build Partnerships with Purpose:

We are proud of our preceptor team who help pave the way for future healthcare professionals. We continue to open our Home to many post-secondary institutions as an offsite classroom. In total, we welcomed 95 students to our workplace in 2024.

Learning partnerships include:

- The Centre for Learning, Research and Innovation
- The University of Guelph
- Conestoga College
- Upper Grand District School Board
- Academy of Learning
- College Heights Secondary School

We also have several community & employment partnerships including:

- Second Chance Employment
- Community Commitment for Nurses Program
- Canada Summer Jobs Program
- The Canadian Center for Diversity and Inclusion



Key Performance Metrics 2024

Build Partnerships with Purpose:

We have many active, supportive and enabling partnerships including:

- City of Guelph
- Guelph Wellington Ontario Health Team
- Ontario Health @ Home
- Ministry of Long Term Care
- Meaningful Care Matters (Butterfly)
- Registered Nurses Association of Ontario (Best Practice)
- Guelph STORM
- Belnar Family Foundation
- ATLAS – Get Ready (Emergency Preparedness and Response)
- Regional LTC Network
- Guelph General Hospital
- St. Joseph's Health Centre Guelph
- Rainbow Health Ontario
- Four Simple Words



Key Performance Metrics 2024

Focus on Financial Sustainability

- Prioritized Investment to meet outcomes: Bed Expansion and Butterfly
- One third of bed expansion was funded by debt, remaining 2/3 funded by grants from MLTC and contributions from City of Guelph and TEC donors
- Finalized bed expansion for financial sustainability for LTC
- Unbudgeted deficit direct result of 3 month delay in re-opening Edinburgh in November



Final Thoughts from the people who live and work at The Elliott

“The Butterfly approach is wonderful. They take care of her beautifully. Not just the aesthetics – it’s the people” – Family Member



“I am very grateful to live here – it’s a very happy place” – Person who calls The Elliott home





Final Thoughts from the people who live and work at The Elliott



“It’s about your voice, a hug or a touch and knowing about someone’s life story and their family” – Team Member

“I come here and I don’t want to go home! It’s so lovely – all the colours, the pictures, the details and the people. It’s a beautiful family” – Family Member

