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Coming up at 6 pm, it's a council workshop about the City's relationship to long-term care in Guelph. This is the preview:



**City Council Preview – What's on the Agenda for the February 8 Meetin...**

Taking a break from some of the usual workshop discussion topics like the budget, council procedure, or the Strategic Plan, the spotlight for this workshop will be on long-term care homes. Did you ...

<https://guelphpolitico.ca/2023/01/31/city-council-preview-whats-on-the-agenda-for-the-f...>

Chair O'Rourke calls the meeting to order.

Today's presentation - Long-Term Care Services and the Role of the Municipality - is brought to you by Colleen Clack-Bush, Deputy CAO of Public Services.

What are we \*not\* covering? Operational deets about the Elliott operations and the current standards of care there. Those questions will be tackled at future Board of Management meeting. This about the City's obligation as a license holder of LTC.

We begin with range of care: There's home care, retirement homes (privately owned and operated), and LTC (which are licensed and subsidised through the government). There are 4 LTC's in Guelph: Riverside Glen, Lapointe, Elliott and St. Joes.

Fun fact: As of 2020, there are 626 licensed long-term care homes in Ontario housing over 78,800 residents. Not so-fun fact: 58% are privately operated.

Guelph, as a single tier municipality, has a responsibility to establish an LTC or jointly fund and administer one. Until 2014, Guelph did the later by co-administering Wellington Terrace in Fergus with the County.

What's the deal with the Elliott? (Wayback Edition):

## The Elliott, history pre-2002

- George Elliott left his estate to be used to construct a building on land owned by the City of Guelph
- The home was built in 1903 and incorporated in 1907
- Guelph Home of the Friendless
- Name changed in 1963 to The Elliott
- Not-for-profit, registered charitable organization

What's the deal with the Elliott? (21st Century edition):

## The Elliott Act

- In 2002, The Elliott Act establishes the organization as a local board of the City of Guelph
- As such, is bound by the terms of the Municipal Act
- One member of Council is appointed to the Board of Trustees
- The Elliott Act encompasses all aspects of the organization's operations including:
  - 85 licensed long-term care beds
  - 134 assisted living retirement suites
  - 78 independent life-lease suites

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The Board of Trustees is responsible for the management of the entire Elliott organization, which is a bit different from the exclusive demands of the LTC. That was all made more clear in 2022 update.

That brings us to 2014, when council voted to name The Elliott as its municipal long-term care home and the license for the 85 long-term care beds was transferred to the City of Guelph. This is where the Committee of Management comes in, which reports to council.

Cllr Goller asks about the changeover from W. Terrace. Clack-Bush says that she believes it was a matter of having more direct control over LTC commitments. Treasurer Baker adds that the Elliott was already up as an LTC and Guelph funded, the City wanted to centralise that.

City Solicitor Cristopher Cooper takes over for a few slides to talk about governance. Here's are the roles at each level of oversight and management:

### City Council

- Oversight and approval of any changes to governance structure, agreements or delegation of authority
  - Authority is currently delegated to DCAO Public Services regarding the Ministry license for LTC
- Receive and approve the budget for The Elliott as a local board, as well as for the LTC portion of the operation
- Direct staff if there is an identified need to renegotiate the Services Agreement
- Consider and approve any requested changes regarding the Ministry of Long-Term Care's license regarding the number of LTC beds

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### Committee of Management

- Oversees the delivery of long-term care for the City's 85 licenced beds and established the terms of the Services Agreement between the City and The Elliott
- Responsible for making decisions and providing direction to the Board of Trustees to fulfill its duty of care under the Fixing Long-Term Care Act, 2021 including:
  - Establishment of service levels
  - Approval of LTC Administrator
  - Review of quarterly financial statements
  - Receive the business plan and strategic plan
  - Receive and review relevant Ministry inspection and compliance reports

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### Elliott Board of Trustees

- Must comply with all provisions of the Municipal Act relating to local boards, The Elliott Act, the Fixing Long-Term Care Act, 2021 and the Elliott Delegation of Authority Bylaw
- Must comply with all laws, regulations, policies and orders made by any level of government which relate to the operation of the City's licensed long-term care beds
- Sets out and approves the business and strategic plan for The Elliott, and recommends the budget to City Council
- Is responsible for making decisions and providing direction to the senior leadership team of The Elliott

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O'Rourke asks about the role of the Board of Mgmt. Running the LTC is delegated and any changes to service delivery would come from Board of Trustees and staff, right? Cooper says that's right, decision comes to Mgmt for ratification.

Cllr Caton asks about accessibility gaps, can that come up at the Board? Clack-Bush says if it was about the entirety of Elliott opps, that Trustees, but if it's specific to LTC that's the Board of Mgmt.

Next us is Shanna O'Dwyer from the finance department to talk about the financial backing of the Elliott.

### Operating Budget

- In 2015, the goal was, by entering into an agreement with the City, The Elliott would be able to appropriately fund the other aspects of the business and alleviate the need to rely on debt
- By eliminating the cost of debt, it was hoped that this would improve the net income and cash flow position of The Elliott
- First year, operating contribution was set at approximately \$1,100,000
- Has increased annually, generally at the same rate as City budget increase

### Capital Budget

- In 2014, City of Guelph funded a Building Condition Needs Assessment study. Based on that study, the annual capital contribution was set at \$212,000 per year
- This was based on a 20-year projection and averaging out the annual capital needs
- The funds were to go into a reserve and used for any capital needs identified for the LTC residence portion of the building
- The Elliott has subsequently undertaken an independent review and has re-evaluated the future capital needs
- Agreement is being reviewed to consider these future needs

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The Elliott has asked for annual increases to capital of 3.8 per cent per year till 2028. Council has approved these higher levels though to this year. Operating expenses have also gone up to nearly \$2 million with a big bump in 2020 due to competition for staff during COVID.

The City only funds the long-term care potions of the Elliott organization. The operating portion has gone up at the same rate of standard City budget increases, and other increases in capital have also stayed largely consistent, says Clack-Bush.

Mayor Guthrie asks if it's true that the governance with the Elliott is unique for Ontario. Clack-Bush says this is correct, most are municipally-funded and/or municipally-operated. It does present some challenges, she adds.

Guthrie asks if we're required to continue this unique status (though he doesn't mind if it's working). Clack-Bush says it's not a barrier, but it provided the benefits council was looking for at the time, and changing it now would also require taking on new obligations.

Next, the potential expansion of LTC beds.

To recap:

### Potential Expansion of LTC beds

- In 2021, Ministry of Long-Term Care put out a call for applications for homes that wish to expand their licensed number of beds
- Following review by Committee of Management and endorsement by City Council, conditional application was submitted for an additional 29 beds at The Elliott
- Conditional application was predicated on Council approving the completed business case and financial model
- Expected to come forward to Council in Q1 2023, with goal of starting construction in Q3 2023

Clack-Bush says the report on Elliott expansion will be coming right to council for the Feb 28 meeting, and what will be expected for Capital funding. That agenda will be released next week.

City staff are currently working with the Elliott staff to update the service agreement, and that will likely be ready in time for the 2024-27 budget cycle. (The prep for expansion has taken priority.)

Michelle Karker, the CEO of the Elliott, offers some remarks saying that it's exciting news to get more LTC beds in Guelph, which is a first in the last 20 years.

Goller asks why we're doing 29 and not 43 (which are the number of people on the waitlist in Guelph). Karker says it was the number of beds they could fit in the space they're renovating. The Elliott has some footprint restraints.

Cllr Billings asks if there's more money available, or is this just capital spending? Clack-Bush says it looks like there will be more money available, but those details are in the works for that report coming next week.

Billings: But is this for operating or capital?

Clack-Bush: Capital.

O'Rourke asks if the funds for the expansion are in the reserve. O'Dwyer confirms.

It seems like that's a wrap for this workshop meeting.



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