



ANNUAL REPORT

2018



THE ELLIOTT COMMUNITY

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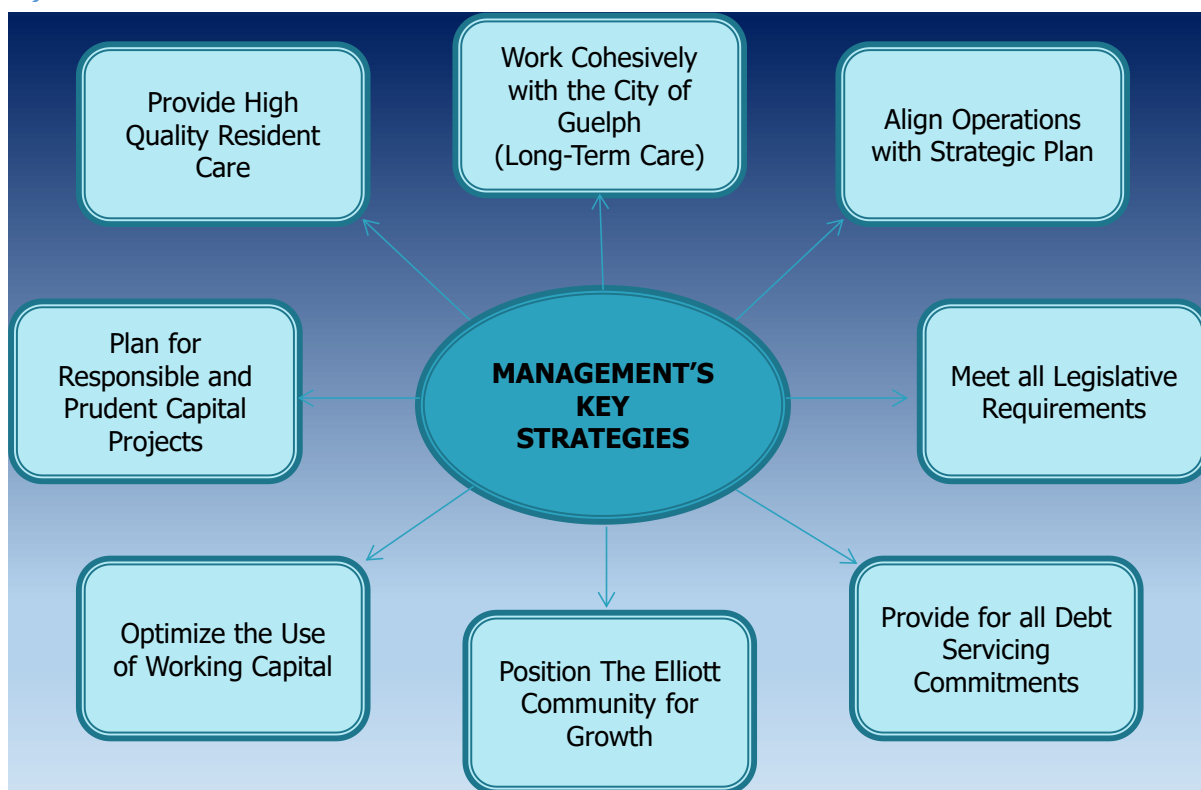
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VALUES AND MISSION



Quality choices in a caring and inclusive, home-like community. A tradition of promoting dignity and independence for those we serve and their families.



2018 in Review

ADMINISTRATION & ORGANIZATIONAL

➤ **A Leadership Change**

Michelle Karker, was hired as the CEO in April 2018. Michelle has enjoyed her first year at The Elliott Community and looks forward to many more years here. Michelle wishes to thank Sherri Enns, Administrator, for stepping up to the plate as Acting CEO prior to her arrival.

➤ **2018 Resident/Family Satisfaction Survey**

Results of the annual satisfaction survey were very positive with 98% of residents surveyed across all areas of living indicating they were satisfied with the quality of care and services they receive. 100% of residents surveyed indicated they would recommend their home area to their family and friends!

➤ **Partnerships**

The End of Life Volunteer Vigil program is a new service offered by Hospice Wellington in partnership with The Elliott Community. It provides a compassionate presence with a dying person during the last 24-48 hours of life.

➤ **Respite Suite**

A new respite suite was added in retirement that is used for short term stays.

➤ **Marketing**

521 tours conducted

RECREATION AND VOLUNTEER SERVICES DEPARTMENT

➤ Volunteer hours donated in 2018: 3374.76 hrs equivalent to approximately \$64,120.44 in wages if volunteers were compensated for their time

➤ Average # of active volunteers in 2018: 67

Key Volunteer Roles:

- Tuck Shop Attendant
- Salon Attendant
- Fitness Room Attendant
- Special Events Attendant
- Dining/Feeding Attendant
- Friendly Visitor
- Music Therapy
- Pet Therapy
- Horticulture Therapy

HUMAN RESOURCES DEPARTMENT

4 — the number of injuries reported to the WSIB

0 — the number of injuries that resulted in lost time from work

1,885 — the number of applicants who applied for a position

280 — years of service celebrated in 2018

100% - of staff completed annual training

99% - of staff received their influenza vaccine

FINANCE DEPARTMENT AND FUNDRAISING

- Great Escape – generated \$38,203 in 2018 which along with our generous in memorial donations we were able to:
 - Add new equipment to our Music in Memory program
 - Purchase two new outdoor benches in our Veterans Garden
 - Purchase a new sound and video system and chairs for our residents to enjoy in the Community Centre
 - Offer additional animated pet therapy animals for our residents
- Thank you for your continued support of The Elliott Community, the only registered Not for Profit Charity in the City of Guelph.

DIETARY SERVICES DEPARTMENT

Menu Development

- 5 menu's a year - separate menu for each season
- Individual Christmas and New Year's Menu
- Continued Resident input for improving each menu, including residents' personal family recipes
- 59% of our food served was cooked from scratch which is an increase of 9% over the past year
- Our focus this year has been on individual assessments to promote Resident-focused dietary needs

Café and Catering Services

- Residents and their families continued to enjoy Friday Night Dinners and the annual Christmas Dinner
- Various celebrations were catered by our team for residents and their families including family dinners, wedding and baby showers, Birthday parties and celebration of life
- A number of external catering events were also provided by our team
- Café continuous to provide daily specials to residents and staff
- A new coffee machine was added to the Ann Flowers Lounge which has been a welcomed addition to our services offered

RETIREMENT

- 33 new residents welcomed to our Retirement Home!
- Look for renovations to begin on 2019 in both Edinburgh and Nottingham Retirement home areas

LONG-TERM CARE

- 39 admissions to LTC in 2018
- Look for renovations and updates to begin in LTC in 2019

ENVIRONMENTAL SERVICES

- Capital Projects included: Upgraded Fire Sprinkler system in the Ellington Retirement building
- To keep our facility looking good, repairs included: stucco repairs around the Community Centre; rain gutter replacement and additional downspouts added to the Community Centre; elevator safety rails were added to the Ellington and Ellridge elevators; added additional wheel chair access ramps around facility and replaced 23 retirement rooms with cushion vinyl flooring instead of carpet
- Replaced the 1996 sidewalk plow



MESSAGE FROM THE BOARD CHAIR

I am honored and privileged to have served as Chair of the Board of Trustees for the last two years for The Elliott Community. I am also grateful for the significant contribution that our Board members make to the governance of this organization; through their active participation on the Board and its Committees. Having spent many years on the Board, I am excited to report that The Elliott Community has never been as strong as it is today; we have a strong financial position, a very high occupancy rate in all of our residential care and service areas, and a high reputation in the Community.

In 2018 we welcomed Michelle Karker, as our new CEO. Michelle has embraced the role and has had a positive impact on the overall operations. The Board looks forward to continuing to work with Michelle and the Senior Leadership Team in the coming years.

We also welcomed new Board Members in 2018 and are thrilled with the expertise they bring to the organization. A full review of Board and Committee structure was completed in 2018 which allowed the Board to streamline its committee structure ensuring efficient and effective governance oversight.

The Elliott Community is in its fourth year of its relationship with the City of Guelph as the City's designated Long Term Care (LTC) Home for the Aged. The Elliott Long-Term Care Residence is proud to partner with the City to provide exceptionable high level of care for the residents who call The Elliott home.

Through our annual operating and capital budget projections, The Elliott Community will continue to strengthen and our Strategic Plan will provide the guidance this organization needs to continue to meet the needs of our current and future residents.

Defining and Living Excellence at The Elliott Community – I am proud to have served as the Chair of the Board of Trustees.

E.J. Stross, Board Chair

April 2019



MESSAGE FROM THE OFFICE OF THE CEO

As I reflect upon the past year, I am honoured to have met many of the residents, families, staff and volunteers who continually contribute positively to this organization. The Elliott Community is a strong, sustainable, resident focused organization that continues to grow and change in order to meet the needs of its entire community. Amidst this transition, we have continued to improve our

performance by giving our residents the care and service they deserve. These efforts in delivering excellent care have once again been recognized in our resident satisfaction survey results with 100% of our respondents stating they would recommend The Elliott Community in Long Term Care, Retirement and Life Lease.

As we look towards 2019, we will be celebrating the 200th birthday of our founder Mr. George Elliott, who had the foresight and vision to give back to the Guelph community to create what is now known as The Elliott. Please watch for events celebrating this important milestone. I would also like to thank you, in advance, for your patience as we will be completing a number of capital projects in 2019. These improvements will not only be esthetically and structurally important but will allow for new innovative care models to be implemented. This will ensure we continue to live our mission of providing a quality, caring and inclusive, home-like community for our residents. I appreciate the feedback and support that I have received from residents, families, staff and volunteers over the past year. This feedback is important and allows us to continue to partner and work together to meet the needs of those who call The Elliott Community home.

“Alone we can do so little; together we can do so much.”

Helen Keller

A special thank you goes out to the Board of Trustees and the Senior Leadership Team for their continued support over the past year. It has certainly been a privilege to work with a dedicated group of individuals.








Michelle Karker, CEO

April 2019

STRATEGIC DIRECTIONS 2017 – 2020

Uphold and enhance the Elliott Community's reputation through visibility, community collaborations, leading in our sector's space	Maintain staff engagement levels by listening and acting on employees wants and needs, adopting emerging human resource trends	Evolve spectrum of services to meet the needs of changing customer demographics and diversity; strong focus on expansion opportunities to meet customer need	Enhance community engagement to ensure sustainability of occupancy levels and donations; share our story, engage our families
<ul style="list-style-type: none"> • Commitment to Continuous Quality Improvement. • Share our successes. • Strengthen our Resident Satisfaction Survey through other methods. • Introduce a Family Satisfaction Survey. • Engage our Senior Leadership with presentations to external audiences. • Presence and participation with the Waterloo Wellington Local Health Integration Network in projects / initiatives. • Assist the City of Guelph in achieving the goals and objectives of the Older Adults Strategy with our existing resources. 	<ul style="list-style-type: none"> • Ensure that the Senior Leadership Team is actively engaged with Staff. • Identify and develop advisory committees of staff to guide organizational decision meeting. • Increase participation in Staff satisfaction survey. • Increase staff awareness of our Mission, Values and Strategic Plan. • Evaluate and evolve employee recognition programs. • Cultivate accessibility of the Senior Leadership Team to Staff. • Continue and evolve our stringent hiring practices to ensure excellence in care. 	<ul style="list-style-type: none"> • Recognize current capacity of our service delivery and explore expansion. • Establish connections with provincial and municipal governments for new programs. • Measure market desires for emerging care and service interests. • Identify, track and analyze demographic population indicators. • Seek to be integrally involved in serving the needs of the Older Adults Strategy. • Consider potential opportunities for service delivery outside of the organization. 	<ul style="list-style-type: none"> • Cultivate relationships with past, present, and future residents/family members. • Raise the awareness of our organization through engaging other boards and organizations. • Invest in Community Relations and enhance donor / fundraising programs. • Evaluate, evolve Community Open House programs to provide new experiences. • Research, develop and launch high profile fundraising projects. • Expand Social Media engagement to promote our entity.

BOARD OF TRUSTEES

	Ernest James Stross, Chair		Bill McLay, Vice-Chair
	John Schitka, Past-Chair		Bill Koornstra, Secretary/Treasurer
	Barry Elder, Trustee		Ravi Sathasivam, Trustee
	Councillor Dominique O'Rourke, City Appointee		David Kennedy, Trustee
	Donna Kentner, Trustee		Stephanie Kibbee, Trustee
PHOTO NOT AVAILABLE	Lisa Woolley, Trustee		

ROLE OF THE BOARD AND COMMITTEES

Direction

- Formulation of a Strategic Plan (mission/vision statement, goals, strategies), i.e. top-down portion of the Community's Corporate Plan; as part of the strategic planning process, review and determination of what services the Community needs to provide and at what level and cost
- Establishment of implementation priorities, strategic initiatives
- Setting of budget guidelines, operating and capital budgets

Financial Stewardship

- Budget (operating and capital) monitoring
- Expenditure controls and safeguards
- External auditor or appointment and review of annual auditor reports
- Policy and program, Community's Asset Management (i.e. life cycle maintenance approach); establishment of adequate reserves

Policy & Legislation

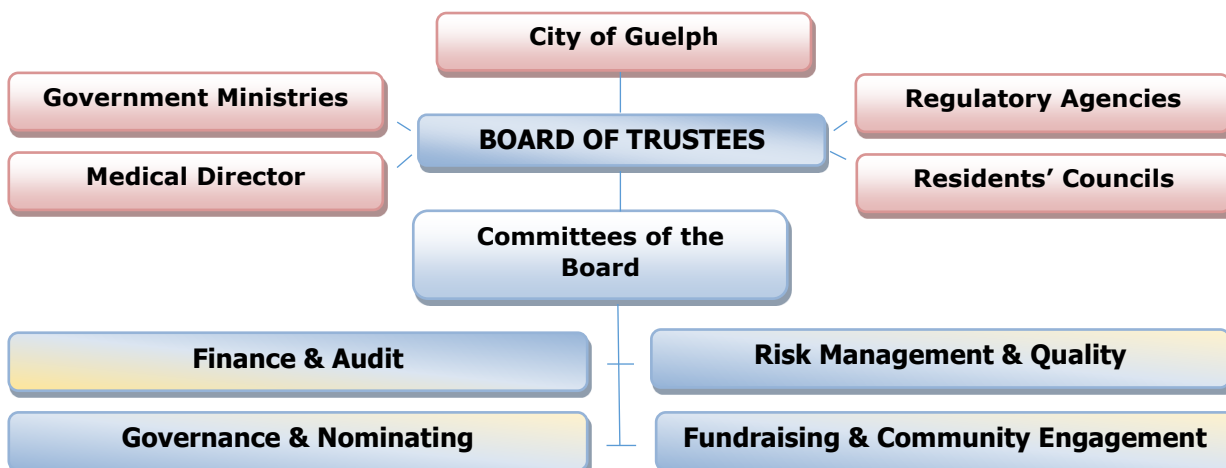
- Review and approval of key corporate policies
- Tracking of (and influencing to extent feasible) Federal and Provincial statutes/regulations and Municipal By-Laws impacting on Community operations and administration

Governance

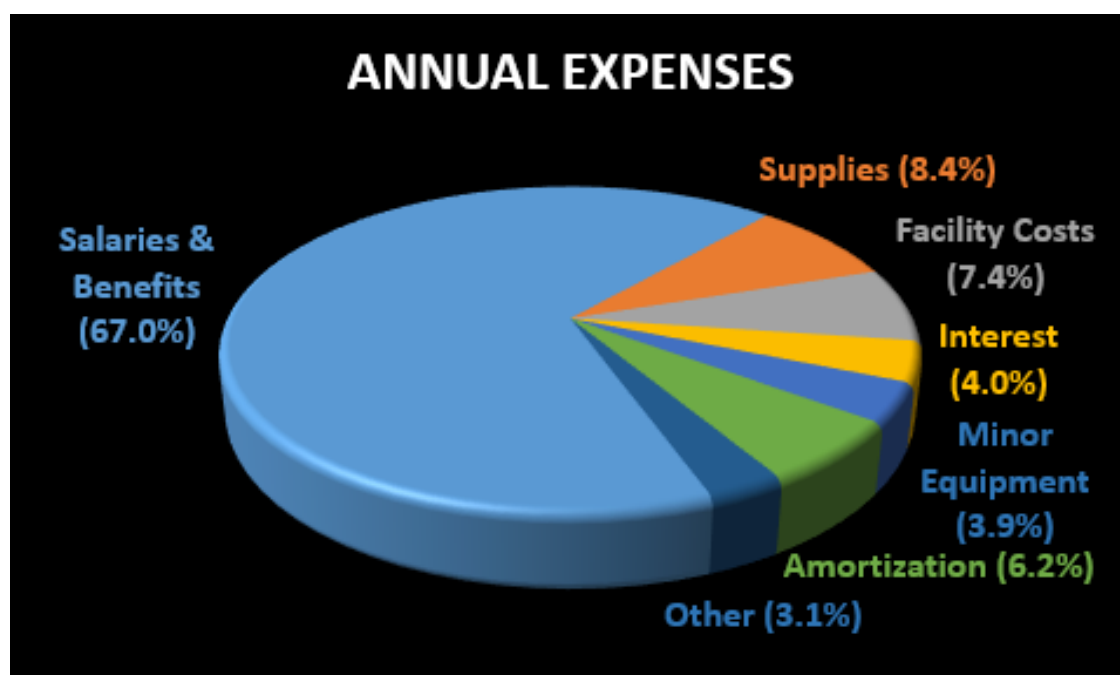
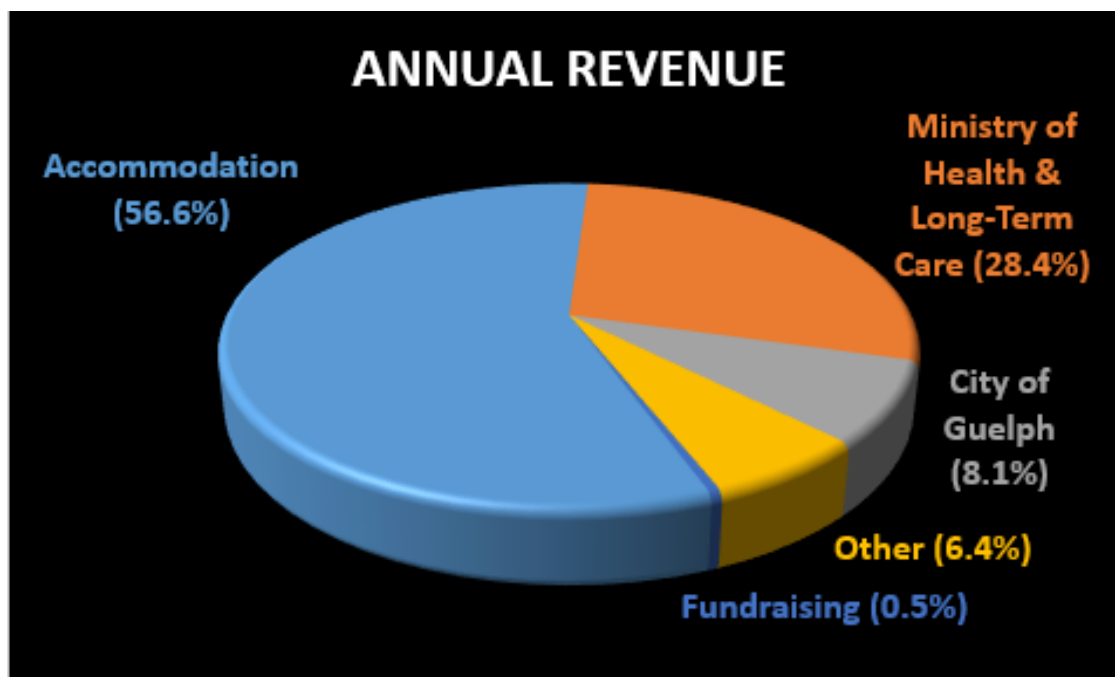
- Compliance monitoring, Federal and Provincial statutes, Municipal By-Laws
- Community risk assessment and control
- CEO selection, appointment and performance review; appointment approval for Directors with second level review of performance
- Review of Succession Planning for the Senior Leadership Team, key replacement charting for balance of workforce
- Policy and program for performance management (i.e. process to ensure Community is "getting what it is paying for")

Representation of Stakeholders

- Identification of various stakeholders and their respective needs
- Monitoring of the Community's response to various stakeholder needs/requirements
- Acting on behalf of the "collective" public good in the Community
- Interface between Community groups/associations, special interest groups and the Community Staff
- Attendance at Community affairs/events and active participation in fundraising functions/initiatives



FINANCIAL HIGHLIGHTS 2018



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