



Programme Overview

Programme/Service:	Wellington Terrace
Department:	Long-Term Care Homes
Governance:	Information, Heritage and Seniors Committee

Programme Description

Wellington Terrace is a 176 bed long-term care home located between Fergus and Elora, and is operated under the standards of care defined by the provincial Ministry of Health and Long Term Care.

Our Mission Statement reads “Together our team is committed to providing compassionate care, honouring the unique needs of each resident.”

2022 Budget Highlights

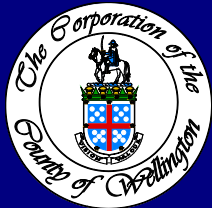
Operating Budget

- Grants and subsidies are increasing by \$1.8M. The majority of this increase comes as a result of a new funding commitment from the province to increase direct hours of care (\$1.5M). The remaining funding increase of \$300K is a combination of an increase to the level of care per diem, COVID funding, Medication Safety Technology Funding and funding to support professional growth.
- Increases in salaries and wages are required to create equal staffing levels in all areas of the home, to accommodate new COVID screening and testing requirements, and to meet the guidelines of the new provincial funding mentioned above.
- Additional expenses are included to allow for increased food and infection control costs as well as mechanical systems costs for additional resident lifts installed in 2021.

Capital Budget

- Staff continue to plan for life cycle replacements and repairs on building components and equipment. Projects for replacements total \$3.9 million over the ten years.

Staff Complement (Full time equivalents)	2021	2022
Wellington Terrace Administration	7.0	6.5
Housekeeping	20.2	20.2
Laundry	3.0	3.0
Maintenance	3.4	3.4
Life Enrichment	10.7	10.7
Volunteer Coordinator	1.0	1.0
Nursing Administration	5.8	6.0
Nursing Direct Care	124.5	125.9
Nutrition	34.1	34.1
COVID-19 Related	4.4	4.7
Total	214.1	215.5
Current employee count: 322		



Performance Measures

Programme/Service:	Wellington Terrace
Department:	Long-Term Care
Governance:	Information, Heritage and Seniors Committee

Programme Goals and Objectives

Wellington Terrace's mission is to provide compassionate care, honoring the unique needs of each individual. The following are included in the goals and objectives of Wellington Terrace's Quality Improvement Programme (QIP)

- Support residents with a cognitive impairment by providing care in a safe, caring and dignified manner. Our philosophy of care is that all behaviour has meaning. As such, staff strive to anticipate resident's needs and respond to them in a caring and compassionate way, preserving dignity for all residents. **(People as the main priority of Wellington County)**
- Support residents through the end of life journey with a focus on building a relationship with the resident and family in order to provide them the emotional support through the palliative experience. **(People as the main priority of Wellington County)**
- A core component of the quality programme includes monitoring groups for falls prevention, skin and wound care, continence care, palliative care, infection control and responsive behaviours. Registered Nurses provide leadership and mentorship to the interdisciplinary team in setting goals, implementing best practices and making recommendations for staff education **(Providing the highest level and best quality services)**
- Monitor data reported through the Canadian Institute for Health Information (CIHI) to benchmark performance and set quality improvement targets. **(Providing the highest level and best quality services)**
- Ensure improvement is an ongoing process by using an interdisciplinary approach where teams build on the work from the previous year by reviewing outcomes, trialing potential solutions, and collaborating across the home to ensure staff embrace the change ideas. **(Making the best decisions)**

Performance Measures

In order to progress toward accomplishing the County's Strategic Action Plan and the Programme's goals and objectives, the following performance measures are considered:

	Projected 2020	Actual 2020	Projected 2021	Projected 2022
Number of Emergency Department (ED) visits for residents for Wellington Terrace	18	18	14	10
Percentage of residents responding "Excellent or Good" to: "How would you rate the home as a place to live?"	100%	100%	100%	100%
Percentage of residents and families responding "Yes" to "Do you find the staff compassionate and caring?"	100%	100%	100%	100%



COUNTY OF WELLINGTON

2022 OPERATING BUDGET

Programme/Service: Wellington Terrace
 Department: Long-Term Care Homes
 Governance: Information, Heritage and Seniors Committee

	2020	2020	2021	2021	2022	\$ Change	% Change
	Actuals	Budget	Preliminary Actuals	Budget	Budget	Budget	Budget
Revenue							
Grants & Subsidies	\$11,256,534	\$9,346,200	\$11,113,593	\$9,538,800	\$11,334,800	\$1,796,000	18.8%
User Fees & Charges	\$4,731,658	\$4,776,800	\$4,202,995	\$4,834,000	\$4,817,800	(\$16,200)	(0.3%)
Sales Revenue	\$26,856	\$36,400	\$58,547	\$54,600	\$69,400	\$14,800	27.1%
Other Revenue	\$70,630	\$27,800	\$76,674	\$27,800	\$25,000	(\$2,800)	(10.1%)
Total Revenue	\$16,085,678	\$14,187,200	\$15,451,809	\$14,455,200	\$16,247,000	\$1,791,800	12.4%
Expenditure							
Salaries, Wages and Benefits	\$18,883,454	\$17,423,700	\$18,182,033	\$18,030,000	\$18,970,500	\$940,500	5.2%
Supplies, Material & Equipment	\$1,608,238	\$1,451,500	\$1,833,575	\$1,491,800	\$1,582,900	\$91,100	6.1%
Purchased Services	\$1,238,473	\$1,209,800	\$1,180,317	\$1,252,100	\$1,307,200	\$55,100	4.4%
Insurance & Financial	\$351,956	\$333,700	\$342,745	\$343,500	\$364,900	\$21,400	6.2%
Internal Charges	\$961,834	\$961,700	\$872,971	\$941,000	\$995,500	\$54,500	5.8%
Total Expenditure	\$23,043,955	\$21,380,400	\$22,411,641	\$22,058,400	\$23,221,000	\$1,162,600	5.3%
Net Operating Cost / (Revenue)	\$7,987,532	\$8,124,600	\$8,777,770	\$9,042,900	\$9,452,900	\$410,000	4.5%
Debt and Transfers							
Debt Charges	\$1,819,493	\$1,849,700	\$1,675,539	\$1,849,700	\$1,849,700	\$ -	-
Transfer from Reserve	\$ -	\$ -	\$ -	(\$250,900)	(\$246,200)	\$4,700	(1.9%)
Transfers to Reserve	\$1,254,918	\$1,250,000	\$250,000	\$250,000	\$250,000	\$ -	-
Total Transfers	\$3,074,411	\$3,099,700	\$1,925,539	\$1,848,800	\$1,853,500	\$4,700	0.3%
NET COST / (REVENUE)	\$10,032,688	\$10,292,900	\$8,885,371	\$9,452,000	\$8,827,500	(\$624,500)	(6.6%)



COUNTY OF WELLINGTON
10 YEAR OPERATING BUDGET AND TAX RATE FORECAST
Long-Term Care Homes

	Approved 2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
REVENUE											
Grants & Subsidies	9,538,800	11,334,800	11,953,900	12,671,500	12,877,700	12,257,700	12,302,200	12,346,200	12,389,900	12,433,300	12,476,200
User Fees & Charges	4,834,000	4,817,800	4,913,200	4,972,500	5,070,900	5,171,400	5,273,900	5,378,400	5,485,000	5,593,800	5,704,700
Sales Revenue	54,600	69,400	89,900	97,500	100,900	103,800	107,200	110,700	112,200	112,200	114,400
Other Revenue	27,800	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Total Revenue	14,455,200	16,247,000	16,982,000	17,766,500	18,074,500	17,557,900	17,708,300	17,860,300	18,012,100	18,164,300	18,320,300
EXPENDITURES											
Salaries, Wages and Benefits	18,030,000	18,970,500	20,170,400	21,433,300	22,155,800	22,783,500	23,458,900	24,157,100	24,880,600	25,636,700	26,408,700
Supplies, Material & Equipment	1,491,800	1,582,900	1,596,000	1,676,200	1,695,400	1,746,000	1,798,100	1,851,600	1,905,700	1,962,500	2,020,500
Purchased Services	1,252,100	1,307,200	1,328,700	1,362,300	1,397,000	1,432,400	1,468,700	1,506,400	1,545,200	1,584,900	1,625,700
Insurance & Financial	343,500	364,900	377,800	392,500	408,100	425,600	443,600	462,800	476,700	491,000	505,900
Internal Charges	941,000	995,500	1,025,400	1,056,200	1,087,900	1,120,500	1,154,100	1,188,700	1,224,400	1,261,100	1,298,900
Total Expenditures	22,058,400	23,221,000	24,498,300	25,920,500	26,744,200	27,508,000	28,323,400	29,166,600	30,032,600	30,936,200	31,859,700
Net Operating Cost / (Revenue)	7,603,200	6,974,000	7,516,300	8,154,000	8,669,700	9,950,100	10,615,100	11,306,300	12,020,500	12,771,900	13,539,400
yr/yr % change		(8.3%)	7.8%	8.5%	6.3%	14.8%	6.7%	6.5%	6.3%	6.3%	6.0%
DEBT AND TRANSFERS											
Debt Charges	1,849,700	1,849,700	1,849,700	1,849,700	1,713,000						
Transfer from Reserves	(250,900)	(246,200)									
Transfer to Reserves	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Total Debt and Transfers	1,848,800	1,853,500	2,099,700	2,099,700	1,963,000	250,000	250,000	250,000	250,000	250,000	250,000
TAX LEVY REQUIREMENT											
	9,452,000	8,827,500	9,616,000	10,253,700	10,632,700	10,200,100	10,865,100	11,556,300	12,270,500	13,021,900	13,789,400
yr/yr % change		(6.6%)	8.9%	6.6%	3.7%	(4.1%)	6.5%	6.4%	6.2%	6.1%	5.9%



County of Wellington
10 Year Capital Budget
Long-Term Care Homes

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	10 Year Total
Long-Term Care Homes											
Equipment and Technology											
Nursing Equip Replacements	100,000	100,000	100,000	110,000	110,000	110,000	120,000	120,000	120,000	130,000	1,120,000
Nutrition Services Equipment	25,000										25,000
Resident Van Replacement						70,000					70,000
Tablet Replacements				35,000				40,000			75,000
Terrace Cell Booster	40,000							49,000			89,000
Terrace Network					55,000	60,000					115,000
Terrace WiFi Replacement	45,000					95,000					140,000
Wireless Phone Replacement	75,000							95,000			170,000
Total Equipment and Technology	285,000	100,000	100,000	145,000	165,000	335,000	120,000	304,000	120,000	130,000	1,804,000
Facility Improvements											
Courtyard Door Replacement									50,000		50,000
Garbage Compactor Replacement									60,000		60,000
Roof Waterproofing					210,000						210,000
Servery Flooring	55,000										55,000
Terrace AC Replacement				770,000							770,000
Terrace Parking Lot							615,000				615,000
WT Building Retrofits	55,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	370,000
Total Facility Improvements	110,000	35,000	35,000	805,000	245,000	35,000	650,000	35,000	145,000	35,000	2,130,000
Total Long-Term Care Homes	395,000	135,000	135,000	950,000	410,000	370,000	770,000	339,000	265,000	165,000	3,934,000
Total	395,000	135,000	135,000	950,000	410,000	370,000	770,000	339,000	265,000	165,000	3,934,000
Sources of Financing											
Reserves	395,000	135,000	135,000	950,000	410,000	370,000	770,000	339,000	265,000	165,000	3,934,000
Total Financing	395,000	135,000	135,000	950,000	410,000	370,000	770,000	339,000	265,000	165,000	3,934,000

COUNTY OF WELLINGTON
2022 Budget – Wellington Terrace
Explanation of Significant Budget Items

Operating Budget

Revenues

- The grants and subsidies line has increased by \$1.8 million from the 2021 budget. The majority of this increase (\$1.5 million) comes as a result of a new funding commitment from the province in response to the Commission Report. The objective of this funding is to increase direct hours of care to four hours per resident per day by 2024-25, and to increase the average worked hours of allied health professionals to 36 minutes per resident per day by 2022-23. The remaining funding increase of \$300,000 is a combination of an increase to the level of care, COVID funding, Medication Safety Technology Funding, and funding to support professional growth.
- The County's funded Case Mix Index (CMI) decreased from 102.73 to 100.80. This decrease was offset by an increase in the Global Level of Care per diem which rose to \$7.27 from the previous rate of \$4.50.
- In addition to the regular monthly funding received by the Terrace, additional claims based funding for High Intensity Needs can be accessed when staffing and transportation expenses for additional support for a resident meets the Ministry criteria. No revenue or expense is budgeted for this as it is directly based on need, and revenue received will be offset by the related expenses.
- Resident co-payment rates are set by the Ministry of Health and Long-Term Care. The increase of 1.9% originally planned for July 1, 2020 has been delayed several times as a result of COVID-19. This increase was included in the preliminary 2021 budget; however, has been removed as a result of notice being received of further delay.

Expenditures

Staffing

- In year staffing adjustments were made in 2021 for a total reduction of 0.2 FTE. The total 2021 budget decrease is \$24,000 as detailed below:
 - The existing Infection Control Nurse contract was extended for an additional six months to April 2022 and funded through the use of provincial money.
 - A staffing review resulted in four part-time Neighbourhood Clerk positions and one part-time Office Clerk position being repurposed to create three full-time Neighbourhood Clerks. This staffing compliment better aligns with the work required, and resulted in \$24,000 in savings to the County.
- Staffing increases proposed for 2022 include the addition of 2 part-time Personal Support Workers, a minor increase in hours for COVID screening, and a staffing provision as described below:
 - The proposed addition of two part-time Personal Support Workers will create equal staffing levels in all areas of the home. This is in response to the higher acuity levels of residents being admitted. This will cost the County \$92,400.
 - An increase in staff hours is planned for January and February in response to increased screening and testing requirements recently announced. The increase in costs for this

staffing requirement will be funded from reserve in the event that additional provincial COVID funding is not received.

- In addition, a \$100,000 staffing provision has been added. This provision is intended to allow a complete analysis of the guidelines that are attached the \$1.5 million in new funding mentioned earlier in this report.

Operating Costs

- Supplies, Material and Equipment has increased by approximately \$91,000, or 6%. Included in this amount is an increase of \$47,400 to Infection Control Supplies as a result of current spending patterns and needs as a result of COVID.
- An increase of \$55,100, or 4% has been applied to the Purchased Services line. This increase relates mainly to increased mechanical system costs required on additional lifts installed in 2021, and the relocation of snow removal costs from Wellington Place to Wellington Terrace.

Transfers

- The transfer from reserve line represents the use of the Shared Services Stabilization Reserve in the amount of \$246,200 to offset the additional staffing and infection control costs related to the COVID-19 pandemic. In the event that Long Term Care receives ministry funding for these costs, this transfer will not take place.

Capital Budget

In accordance with the Budget Management Policy, capital works include those initiatives that have a long-term benefit to the corporation and whose capital cost is at least \$25,000. Capital budgets are presented as inflated by 3.5% per year, which represents the five-year average of the non-residential construction price index. Highlights of the capital forecast are as follows:

Equipment and Technology - Life cycle replacements include IT infrastructure, nursing and nutrition services equipment and the resident van. Projects total \$1.8 million over the forecast.

Facility Improvements - Staff continue planning for life cycle replacements and repairs on building components and site elements. Projects total \$2.1 million over the ten years.

The County levy requirement for the Terrace is projected to be just over \$8.8 million in 2022, a decrease of \$624,500 from 2021, with most of the savings coming from additional provincial funding commitments, offset by increased staffing requirements.