

THURSDAY, MARCH 31, 2022

MINUTES

Date: Thursday, March 31, 2022

Location: ZOOM Meeting

Present: Chris Mayne
 Mark King
 Sherry Culling
 Dave Mendicino
 Robert Corriveau
 Gail Degagne

Staff: Jamie Lowery, CEO
 Billy Brooks, Director of Finance & IT
 Angie Punnett, Associate Administrator
 Dave Smits, Project Manager

Regrets: **Guests:** Don Gracey, CG Group
 Monique Peters, Family Council

	ITEM	ACTION
A.	CALL TO ORDER	
	<p>RECORDED MEETING</p> <p><i>“Moved by Mark King and seconded by Dave Mendicino that the meeting be called to order at 5:02 p.m.”</i></p> <p>Res. #35-22 <u>Carried</u></p>	
	1. Approval of Agenda	
	<p><i>“Moved by Sherry Culling and seconded by Bob Corriveau that the Board approved the agenda for this meeting, as revised prior to the meeting.”</i></p> <p>Res. #36-22 <u>Carried</u></p>	
	2. Conflict of Interest	
	<p><i>“Moved by Gail Degagne and seconded by Sherry Culling that no Board Members present, have declared a conflict of interest.</i></p> <p>Res. #37-22 <u>Carried</u></p>	
	3. Approval of Minutes	
	<p>3.1 Approval of Minutes of the Regular Meeting held on March 3, 2021</p> <p><i>“Moved by Dave Mendicino and seconded by Bob Corriveau that the minutes of the Regular Board Meeting, held on March 3, 2021, be adopted as presented.”</i></p> <p>Res. #38-22 <u>Carried</u></p>	

4. Business Arising

4.1 COVID-19 Update

Update in package. Angie noted we have had 66 cases associated to our outbreak. This includes residents and staff members. This does not include staff who may have had close contact or has covid not associated with the outbreak. Staffing levels are stable at this point. Increases have been identified in the community and being monitored for the impact it may cause on our staffing and essential caregivers coming into our home. There are currently only 5 active resident cases in the home. Surveillance testing continues with residents and occurs on Mondays with results usually received by Wednesday. If a resident tests positive, they are in isolation for 10 days. Jamie added the outbreak is impacting the whole system. We are doing very limited admissions, putting pressure on the hospital. Meetings are being held to see how to move forward and admit some residents on units with no active cases. Most residents who are testing positive are asymptomatic and showing no signs.

5. New Business

No new business noted

6. Redevelopment Update

6.1 Dave Smits, Director of Facilities and Capital Projects

Jamie announced Dave Smits' new title and welcomed him as a Cassellholme employee.

6.2 Minister Letter

Jamie noted Cassellholme has received a congratulations letter from the Minister of Long-Term Care on behalf of the Government of Ontario, approving the Development Agreement for the redevelopment.

6.3 Construction Update *(Dave Smits)*

Report included in package

6.4 Change Order – Insurance *(Motion)*

“Moved by Mark King and seconded by Sherry Culling that the Board accept a Change Order in the amount not to exceed \$314,928.02 to cover the cost of the additional insurance required by Infrastructure Ontario.”

Res. #39-22

Carried

7. Operations

7.1 Cassellholme Operations Update

Update included in package. Jamie noted there is a surplus of money that is to go back to the Province. A request was submitted to keep the money and use it for a list of items needed in the Redevelopment. Waiting for a response.

8. IN-CAMERA

Guests were put in the waiting room. Dave Smits left the meeting.

	<p><i>“Moved by Dave Mendicino and seconded by Gail Degagne that the Board proceed to an In-Camera Session at 5:47 p.m.”</i></p> <p>Res. #40-22 <u>Carried</u></p> <p>8.1 Cassellholme Asset to the City of North Bay Following the discussion, the Board agreed to table the motion presented and revisit it in another month.</p> <p><i>“Moved by Bob Corriveau and seconded by Sherry Culling that the In-Camera Session be adjourned at 6:44 p.m.”</i></p> <p>Res. #41-22 <u>Carried</u></p>	
B. CORRESPONDENCE		
	No correspondence noted	
C. REQUEST FOR FUTURE AGENDA ITEMS		
	No items noted	
D. DATE OF NEXT MEETING		
	Thursday April 28, 2022 – or at the call of the Chair	
E. ADJOURNMENT		
	<p><i>“Moved by Gail Degagne and seconded by Mark King that the meeting be adjourned at 6:50 p.m.”</i></p> <p>Res. #42-22 <u>Carried</u></p>	

Secretary

Chairman

March 30, 2022

Subject: Cassellholme Redevelopment Update – March 28, 2022

IO Financing Agreement

IO has confirmed receipt of the guarantees from the Partner Municipalities. Work is nearing completion on the closing agenda items required by IO. We hope to have everything completed to allow for the first payment to be received from IO by April 19, 2022.

The largest issue we have run into during this process is related to the requirements from IO for a \$25M Wrap Up Policy to replace the original general liability policy put in place for the project. The insurance originally specified for the project is based on the requirements in CCDC 2 and CCDC 41. The requirement for a Wrap up Policy was not known until it was flagged by IO's insurance consultant in early March.

IO's Insurance consultant Richard Vilner from RISC Inc. has noted that the Wrap Up policy provides much better protection for Cassellholme versus the normal General Liability policy. His specific comments on the benefits are as follows:

The benefits of a Wrap-Up liability policy are as follows:

1. A uniform limit for all insureds (ie. contractors) that is adequate. Contractors usually carry limits ranging from \$1 million and up, whereas a Wrap-Up policy provides one common limit for the project that is much higher and more applicable for extensive construction projects.
2. A Wrap-Up comes with a specific limit dedicated to the project. Under a CGL policy, contractors' limits may be eroded by payment of claims on other projects.
3. Uniform coverage for all insureds. CGL policies vary and coverage can be restricted by excessive endorsement use.
4. The policy is in force for the entire project, including the completed operations period. If an owner or general contractor relies on the various subcontractors' CGL policies, there will be multiple renewal dates, creating additional costs for the owner or general contractor to follow up with the subcontractors for new insurance after their renewal dates. Some policies may not be renewed or may

even be cancelled prior to the renewal date without notice being given to the owner or general contractor.

5. Ease in dealing with claims which involve multiple parties. With various CGL policies, there will be multiple adjusters. This could result in finger-pointing as to blame, and strained relationships causing disruptions to the project.
6. A Wrap-Up policy has a uniform deductible. Where a project is insured through multiple CGL policies, a further disadvantage is that when liability is split, each contractor is responsible for their deductible amount. These separate deductibles combined can exceed the Wrap-Up policy deductible.

I have come across countless projects where CGL policies had limits that were insufficient to cover either property or injury claims on site. I have also seen projects where the legalities due to the different CGL policies would prohibit construction from advancing with the defense of claims dragging on, and the costs in the event of a serious liability claim becomes a factor, too. All of this would erode project confidence, and it is in the owner's best interest to get the project finished as quickly as possible.

In addition to the Wrap up Policy IO requires insurance to cover 25% of the soft cost of the project which is ~ \$5M. The additional cost for the soft cost insurance is \$31,328.16 and the cost for the Wrap Up Insurance Policy is \$275,721.86 for a total cost of the additional insurance of \$314,928.02.

Multiple quotes were sought for the Wrap Up Policy and a summary of this from Jim Cowan at Platform insurance who is Percon's insurance provider is provided below:

Domestic Markets:

Market	Comments, Pricing
Allianz	Only interested in excess cover over \$25M
Victor	No response
Economical	Not competitive in this space, Wrap Up wording is not robust according to the underwriter
RSA (Intact)	They would struggle to get the premium down to \$2.65 (premium ~ \$270,000)
Raise Underwriting	Renovation component would be a problem.

London Markets

Market	Comments, Pricing
TMK Syndicate at Lloyds	Quoted a rate of \$2.65 per \$1,000 (Premium \$269,188.59) plus PST
CV Starr Syndicate	Quoted a rate of \$2.72 per \$1,000 (Premium \$276,299.23) plus PST
Apollo Syndicate	No response.
Syndicate 2525	Awaiting their formal response.
Hartford Syndicate	Preference to follow on this project, subject to reviewing lead terms.
Chaucer Syndicate	Await their formal reply. Likely not interested.

Rather than taking this amount from project contingency we have reviewed the Furniture, Fixture and Equipment (FF&E) budget for the project and recommend that this amount be removed from this budget. The adjustments made have been associated with bed replacements, bedside table replacements, resident room TV cost and the number of new computers included in the FF&E budget. IO has made it clear that replacement equipment should not be part of the FF&E budget.

Motion:

That the Board accept a Change Order in the amount \$314,928.02 to cover the cost of the additional insurance required by Infrastructure Ontario.

Communication Activity

Work continues on the construction of the new Redevelopment page to be included on Cassellholmes website. Information has been posted on the current website and Facebook page and this work will continue going forward.

Drawings to be posted in the various departments throughout the facility is still in progress.

Construction Activity

The link between CH and CAI was removed as scheduled. The foundations were left in place and will be removed as part of the excavation work associated with the new parking lot to be installed between CAI and CH which has started.

Work in April will focus on the parking area between CAI and CH. There are a few small structures to be removed/relocated in this area along with several trees to remove. We are working with Percon to save some sections of some of the larger hardwoods so these can be repurposed for artwork and/or furniture pieces to preserve some of the history of the site.

Routine reports from Percon will be available the first week of each month so we will be receiving the report for March next week. These will be provided to the Board with an Executive Summary each month going forward.

Change Orders

As we work through the shop drawing process we have identified the following items that have resulted in change orders:

CO #1 – Modify Millwork as per clarifications from SI#1 - \$34,553.53

This change order captures some credits and some items missed on the final list of case work that was generated for the project. Please note the project has in excess of \$2M worth of casework so this change represents ~ 2% of this budget.

CO #2 – Emergency Switchboard Revision - \$4,919.20

This change order captures a necessary correction to the rating for some of the main components of the Emergency Switchboard.

Board of Management Meeting
March 31, 2022

❖ CLINICAL SERVICES UPDATE - Lindsay Dyrda, DOC

RPN Team Leads have started training. We estimate approximately 4-6 weeks until fully operational. One RPN Team Lead is assigned to each floor.

Staffing Changes – Jillian Marchand is replacing Jillian Duchesne as the Resident and Family Navigator. Camille Bigras will be stepping in temporarily to cover the Unit Manager position. Jillian Duchesne has accepted the position as Health and Wellness Coordinator for Castle Arms.

We have added 2 additional PSWs – 1000-1800 bath line on Maple Street and 2300-0700 Night Line on Willow.

❖ FINANCE & INFORMATION TECHNOLOGY UPDATE - Billy Brooks, Chief Financial Officer & IT

❖ Year End Audit

BDO began their audit work on March 15th, 2022 relating to the preparation of Cassellholme's January to December 2021 Year End Financial Statements. Work has progressed on schedule. The draft Audited Financial Statements are expected to be presented for Board approval in late April 2022. An updated budget-to-actual performance summary for 2021 will be presented at that time as well as showing final results.

❖ Q1 Year-to-date Budget-to-Actuals (January to March 2022)

Reporting on Cassellholme's 2022 budget performance will begin with Q1 unaudited results presented at the first regular Board meeting following March 31st. Further details and analysis will be presented on those results after the usual consultation and discussion with the Home's departmental managers has occurred.

❖ COVID-19 Funding - 2022/23

No additional funding for incremental costs or temporary PSW wage enhancements has been announced for the Provincial funding period of April 1, 2022 to March 31, 2023.

Costs for screening, testing and PP&E are anticipated during the Home's outbreak and at minimum until regulations are fully lifted, as well as during any future outbreaks.

Provincial funding announcements have occurred on relatively short notice due to the changing nature of the pandemic, and funding is anticipated (though not guaranteed) to cover these costs. COVID-19 funding and expenses are in a surplus position for the period of April 2021 to March 2022.

❖ **Program Reporting - Community Support Services & Nipissing Wellness OHT**

Today is the fiscal year-end for both CSS and the Nipissing Wellness OHT funding programs.

Year-end audit work and financial reporting will follow in the coming months. Draft April 2021 to March 2022 Financial Statements for both programs will be presented to the Board in May 2022 for approval.

A reminder that Cassellholme is the fund holder for our local OHT and handles the coordination of financial management and reporting for the OHT.

❖ **COMMUNITY SUPPORT SERVICES UPDATE - Nancy Coughlin, Manager**

The Diners' Club, weekly lunches have resumed.

The Community Van/Bus has been repaired and returned to Cassellholme.

Staffing has been impacted over the last month due to Covid, either positive staff or close contacts.

CSS has utilized some surplus funding from OHT to purchase items for clients in need (ie: frozen meals, cleaning supplies, incontinence products, compression stockings) things not accessible to them by other means).

❖ **HOUSEKEEPING, LAUNDRY, MAINTENANCE, PROGRAMS - Angie Punnett, Associate Administrator**

Nutrition & Food Services, Housekeeping and the Activity departments have started to recruit for summer students. In addition, the these departments continue to recruitment for permanent part-time positions.

Housekeeping / Laundry

As mentioned in the past updates, we have secured an external company to preform work of striping and waxing floors. However, due to the COVID-19 outbreak, this work has been postponed again.

Nutrition & Food Services

Increased food costs have had some impact on our raw food budget. We are cognisant of the increased costs and our NFS team are always reviewing our menu and altering it to provide quality meal options.

Staffing retention in this department has been particularly difficult. The workload demands and hospitality industry reopening has presented HR challenges. We are currently reviewing work routines and employee satisfaction in this particular department.

400 CLUB

Members are slowly returning to the Club. Due to numbers, the Club remains closed on Mondays. We have seen some increase in interest from potential new members and expect the Club to open 5 days per week in late April.

❖ COVID-19 UPDATE - Angie Punnett, Associate Administrator

Cassellholme is currently in a Covid-19 outbreak declared on Sunday February 26th. As of March 23, 2022 we have had fifty-eight (58) staff and residents associated to our current outbreak with no deaths reported at this time.

We are following all protocols related to outbreak. Staffing levels are currently stable. Essential Caregivers (ECG) are permitted to enter Cassellholme. As determined by the outbreak protocols, 1 ECG may visit at a time. Screening and rapid antigen testing continues to be in place at the single entry point to the home. Daily screening of staff in addition to a minimum of 2x weekly rapid antigen testing has also helped in preventing the spread of Covid-19 in Cassellholme.

Everyone entering Cassellholme is required to wear an N95 mask and eye protection while in the home, during the outbreak.

We have received limited information, however, it would appear all funding for screening, testing and other Covid-19 related expenses will conclude effective April 27, 2022. We anticipate more information in the coming days to assist with our plan to transition out of Covid-19 in LTC.