

**THURSDAY, JANUARY 25, 2024**

**MINUTES**

**Date:** Thursday, January 25, 2024

**Location:** Cassellholme Garden Room

**Present:** Mark King, Chair  
 Chris Mayne, Vice Chair  
 Michelle Lahay  
 Sherry Culling  
 Robert Corriveau

**Staff:** Angie Punnett, Administrator  
 Billy Brooks, Chief Financial Officer  
 Dave Smits, Director, Capital Facilities  
 Julie Pilkey, Secretary  
 Camille Bigras, Director Supports Services

**Regrets:** Peter Chirico

**Guests:** Monique Peters, Family Council  
 Johanne Brousseau (zoom)

	ITEM	ACTION
<b>A.</b>	<b>CALL TO ORDER</b>	
	<p><b>RECORDED MEETING</b></p> <p><b>Inaugural Meeting - Angie Punnett Chaired the meeting until the Election for Chair was completed.</b></p> <p><i>“Moved by Michelle Lahay and seconded by Mark King that the meeting be called to order at 5:08 p.m.”</i></p> <p>Res. #01-24 <span style="float: right;"><u>Carried</u></span></p>	
	<b>1. Approval of Agenda</b>	
	<p>Deferred 9.2                      Added 9.3 – Identifiable Individual</p> <p><i>“Moved by Robert Corriveau and seconded by Sherry Culling that the Board approved the Agenda for this meeting, as amended.”</i></p> <p>Res. #02-24 <span style="float: right;"><u>Carried</u></span></p>	
	<b>2. Conflict of Interest</b>	
	<p><i>“Moved by Chris Mayne and seconded by Michelle Lahay that no other Board Members present have declared a conflict of interest.</i></p> <p>Res. #03-24 <span style="float: right;"><u>Carried</u></span></p>	

### 3. Approval of Minutes

#### 3.1 Approval of Minutes of the Regular Board Meeting held on December 21, 2023

*“Moved by Sherry Culling and seconded by Robert Corriveau that the minutes of the Regular Board Meeting, held on December 21, 2023, be adopted as presented.”*

Res. #04-24

Carried

### 4. Election of Officers

#### 4.1 Chairperson

*“Moved by Sherry Culling and seconded by Robert Corriveau that **Mark King** be elected Chairperson of the Cassellholme Board of Management.”*

Res. #05-24

Carried

#### 4.2 Vice Chairperson

*“Moved by Michelle Lahay and seconded by Robert Corriveau that **Chris Mayne** be elected Vice Chairperson of the Cassellholme Board of Management.”*

Res. #06-24

Carried

#### 4.3 Treasurer

*“Moved by Chris Mayne and seconded by Robert Corriveau that **Sherry Culling** be elected Treasurer of the Cassellholme Board of Management.”*

Res. #07-24

Carried

#### 4.4 Chairperson, Charitable Foundation Committee

*“Moved by Sherry Culling and seconded by Chris Mayne that **Michelle Lahay** be elected Chairperson of the Cassellholme Charitable Foundation Committee.”*

Res. #08-24

Carried

#### 4.5 Secretary

*“Moved by Sherry Culling and seconded by Michelle Lahay that **Julie Pilkey** be appointed Secretary of the Cassellholme Board of Management.”*

Res. #09-24

Carried

### 5. Cassellholme Satisfaction Survey

#### 2023 Results Presentation (*Jillian Marchand, Resident & Family Navigator*)

Jillian presented the results of the 2023 Satisfaction Survey to the Board as well as the goals and improvements for 2024.

The Board thanked Jillian for her presentation, hard work, caring and compassion to improving the quality of life of the residents.

## 6. Business Arising

### 6.1 2024 Partner Municipalities Redevelopment Meeting

A meeting will be scheduled for the partner municipalities to get an update on the Redevelopment. A meeting invite will be sent out with date/time options along with a draft agenda. The meeting will be held at Cassellholme with the opportunity to view the mock up room and possibly take a tour in the construction site. Those wishing to enter the construction zone must wear safety equipment – safety boots, hard hats, vests.

### 6.2 New Camera/Microphone for Board Meetings

Tried a new camera/microphone at this meeting. Positive responses but still not 100% quality. Will look at adjusting the settings and testing again, prior to the next meeting.

## 7. Redevelopment

### 7.1 Construction Update *(Dave Smits)*

Report in package. Dave provided a verbal update.

### 7.2 Redevelopment Pressures – Ministry Update *(Mark King)*

Chris, Mark and Peter met with the officials from Long-Term Care and had the opportunity to advocate for Cassellholme. Expecting to have more information in the near future.

### 7.3 Transitional Plan *(Camille Bigras)*

Camille discussed the Occupancy Plan for staffing, move-in, organizational chart. Plan to be submitted the 1<sup>st</sup> week of February 2024.

## 8. Operations

### 8.1 Operations Update

Report included in package.

Angie noted there will be a more formal process for submitting reports. She will also be inviting “guest” departmental speakers to provide verbal updates to the Board.

### 8.2 Q4 – 2023 Cassellholme Financial Report *(Motions)*

Report in package. Billy provided a verbal report.

Angie to follow-up with Nipissing First Nation and provide update at the next meeting.

#### 1. Year-to-Date Operating Budget-to-Actuals for the period ending December 31/23

*“Moved by Sherry Culling and seconded by Michelle Lahay that the Board approve the Year-to-Date Operating Budget-to-Actual results for the period ending December 31, 2023, as presented.”*

Res. #10-24

Carried

#### 2. Redevelopment Capital Budget-to-Actuals

*“Moved by Chris Mayne and seconded by Robert Corriveau that the Board approve the Redevelopment Capital Budget-to-Actual results from commencement to December 31, 2023, as presented. Noting the currently forecasted interest-only capital payments during the construction period and forecast capital payments for principal and interest payments.”*

Res. #11-24

Carried

#### 3. 2023/24 Community Support Services Q3 Year-to-Date Budget-to-Actuals

*“Moved by Sherry Culling and seconded by Michelle Lahay that the Board approve the 2023/24 Community Support Services Q3 Year-to-Date Budget-to-Actual results, as presented.”*

Res. #12-24

Carried

	<p><b>8.3 Knox Insurance Renewal</b> <i>(Motions)</i></p> <p><i>“Moved by Robert Corriveau and seconded by Sherry Culling that the Board approve the Knox Insurance Renewal for 2024, as presented.”</i></p> <p>Res. #13-24 <span style="float: right;"><u>Carried</u></span></p> <p><i>“Moved by Chris Mayne and seconded by Michelle Lahay that the Board approve the Knox Insurance Renewal for Cyber Liability Insurance for 2024, as presented.”</i></p> <p>Res. #14-24 <span style="float: right;"><u>Carried</u></span></p>	
<b>9. IN - CAMERA</b>		
	<p><b>Guests left the meeting</b></p> <p><i>“Moved by Robert Corriveau and seconded by Chris Mayne that the Board proceed to an In-Camera session at 6:37 p.m.”</i></p> <p>Res. #15-24 <span style="float: right;"><u>Carried</u></span></p> <p>9.1 Legal Matter – Confidential Contract Negotiation  9.2 Briefing on a Legal Matter Subject to Solicitor-Client Privilege  Deferred.  9.3 Identifiable Individual</p> <p><i>“Moved by Robert Corriveau and seconded by Sherry Culling that the Board approve the In-Camera session to be adjourned at 7:04 p.m.”</i></p> <p>Res. #16-24 <span style="float: right;"><u>Carried</u></span></p>	
<b>B. CORRESPONDENCE</b>		
	<p><b>B.1. Short Stay Respite Bed Approval Letter</b>  Angie discussed the letter and the reduction to one short-stay bed. The 2<sup>nd</sup> short-stay is now a permanent bed.</p>	
<b>C. REQUEST FOR FUTURE AGENDA ITEMS</b>		
	<ol style="list-style-type: none"> <li>1. North Tower</li> <li>2. Castle Arms - update to be removed from future agendas.</li> </ol>	
<b>D. DATE OF NEXT MEETING</b>		
	<p>Thursday February 22, 2024 @ 5:00 p.m. – or at the call of the Chair.</p>	
<b>E. ADJOURNMENT</b>		
	<p><i>“Moved by Sherry Culling and seconded by Michelle Lahay that the meeting be adjourned at 7:10 p.m.”</i></p> <p>Res. #17-24 <span style="float: right;"><u>Carried</u></span></p>	

\_\_\_\_\_  
Secretary

\_\_\_\_\_  
Chairman

Jan 25, 2024

**Subject: Cassellholme Redevelopment Update – Jan 25, 2024**

### **Construction Activity**

Please see the December monthly report from Percon.

#### **Highlights:**

Phase 00 – Work Complete

Phase 1-A – Work Complete

Phase 1-B sequencing remains unchanged from the previous report. New east parking lot has been handed over to Cassellholme for use, and as of the date of this report, landscape work is largely complete; landscape deficiencies will be addressed in Spring of 2024, and sod is being maintained by Cassellholme.

The project schedule has been updated to reflect current project status, and the updated schedule was distributed to Cassellholme and the Consultant on December 14, 2023. The substantial performance date has shifted to September 19, 2024, for several reasons, including the 24 critical lost days since May 31 (i.e. 5 weeks) and the snowball effect these lost days have had to site activities. Refer to schedule comments on previously issued monthly reports. Schedule comments in this report are up to date with site progress as of the date of issuance for this report.

- Metal studs at perimeter walls are ongoing. Blocks A and B are largely complete and a small portion remains in Block C. Exterior sheathing and window installation is ongoing. A portion of curtain wall in Block C, previously planned for Phase 2, will be installed in Phase 1 to minimize disruption to Cassellholme operations during the future Phase 2 tie-in to Phase 1.
- Mechanical and electrical above ceiling rough-ins are ongoing.
- Link foundation work is complete. The link is not a critical item, and the main building has been prioritized. Refer to updated schedule.
- Exterior windows in Block A and B are complete, and the Block A curtain wall is installed. Vapour barrier, insulation and brick is now in progress starting along the east elevation of Block A.

### **Transition Planning**

An updated summary is attached.

#### **Highlights:**

NFN Partnership/Indigenous Unit Operation and Licensing – No further update.

Way-finding – Contract has been awarded to low bidder.

Staffing Plan - No further update this month.

Laundry Plan - No further update this month.

Storage Plan – Work with Cardinal continuing, business plan expected in January.

Move Plan – Work continues and current tasks being updated on the summary.

Training Plan – Meetings with various new equipment suppliers continuing so training plans can be confirmed.

IT - Planning continuing. Phone system strategy being completed as this is required to finalize the budget for the IT. Pricing received for network switches, wireless access points and security system.

Waste Handling – No further updates at this time.

Outdoor space – No further update at this time.

FF&E Budget – Updated budget pricing has been obtained for many items and this information is being compiled to validate this budget.

RFP for Furniture – RFP closed and a successful vendor has been selected. Pricing obtained is less than carried in the FF&E budget

Pricing for tubs and flusher disinfectors received and vendor has been selected. Pricing obtained is less than carried in the FF&E budget.

Nursing Transition Planning – Work underway.

Occupancy Planning – First draft of the Occupancy Plan will be submitted by the end of January.

MLTC Check Lists – Check Lists provided have been reviewed and parties responsible for checking the various items has been identified.

### **Change Order Log**

Please see the attached Dec 21, 2023 log.

### **Budget Update**

Jan 2023 actuals attached.

Action	Sub Actions	Responsible	Due Date
FF&E Review	Continuous review of items - Nursing call solution, phone system, storage units and inventory solution, additional funding review for NFN/Indigenous unit	Billy/Dave/Anita	ongoing
Nursing Equipment	continue to finalize tub pricing for a decision; dispensers are final; mini processing review for flushers; nurse call system	Dave/Lindsay	February
Transition Planning Weekly	Draft Occupancy Plan submission to be final in January Communication plan for move into P1 to be created January to articulate costs and timeframes - Resident Move P1 planning for October	Mgmt and Transition	weekly until P1 move
Resident Mock up room & washroom	implementation completed in early November Staff feedback and changes have been sent to Percon - Complete	Dave/Percon	December
Furniture Contract	Contract awarded to Medline; To order furniture January	Dave/Anita	January
Art Fundraising	Inventory of all art completed; present to designer of some historical pieces and reach out to the community for pieces; engaged interior designer for ideas on heritage art pieces for lobby	Anita/Dave	ongoing
Wood at mill for purpose	need to discuss plan for the wood	Anita	Need WG
<b>HealthCare Relocators (HCR) - Move</b>			
HCR - Movers	To meet again to discuss new schedule, Oct 2024	Dave/Anita	February
Resident Communication	Communication plan for move into P1 to be created January to articulate costs and timeframes	Billy/Angie/Jillian	Ongoing
Storage Area list	Vendor to provide inventory recommendations, storage options (racks/shelves) and software solution in Jan/Feb for SLT to review; Looking to adjust drawings for storage	Dave/Anita	February
Highlevel Timeline plan	Review of high level plan for move underway with HCR. Part 1 of inventory breakdown completed. Quarterly touch point to be planned based on action items	HCR	November
<b>IT</b>			
PA connectivity	PA Connectivity - CO has been issued	Dave/Anita	Complete
CCTV System	Pricing being obtained from three vendors	Dave/Anita	February
Phone	Phone system still under review; phones count # decided and to be ordered for rooms	Dave/Anita	February
Network Design	Network switches to be ordered	CNB	February
Digital Menus	Costing under review	Dave/Nathan	February
Nurse Call	Nurse Call - Communications - Communication device options being finalized	Dave/Lindsay	February
<b>NFN</b>			
Bed Application - Licencing	NFN Chief letter signed; to follow up with OH and Ministry on next steps	Kim/Angie	February
NFN Collaboration Document	Cultural Sensitivity Training & orientation - Casselholme review of staffing and training needs (and budget) - in progress Looking to simplify - train the trainer using a partnered approach of various materials to meet Casselholme needs To continue to engage NFN and training needs	Anita	ongoing
	flow of care - Review current NFN demand & cultural designation		TBD
	Governance structure - board member and committee		TBD
	Policy inclusion - part of collaboration document		ongoing
	Programming & ceremony - further discussion needed		in progress
Quality of Care Committee	Kim nominated to join Casselholme board; will assist in this then	Anita and Kim	TBD
<b>Wayfinding</b>			
Wayfinding	NFN Translations for signage still to be completed; require end of January	Anita	January
	Local Artist - to meet and discuss - Nathan to confirm	WG	TBD
<b>Support Services</b>			
	NFN food and dining menu supplied	Anita	January
	There is a washer/disinfectant – 1 per RHA	Dave	Fall 2023
<b>Emergency Response</b>			
NBRHC visit - sleds	Medsleds ordered; drawing rework for anchor points in stairwells	Anita/Dave	January
NBRHC visit - vacant strips	Review vacant strips/indicators/REMAR markers - quote received; to be ordered	Anita	January
Fire plan	WG met and codes & policies have been revised; drawings to be created for plan; training plan to be created	Anita	ongoing
Code review and revised	review all codes and update what is needed in P1	WG	ongoing

Summary - 2024-01-18

Fire Safety Plan	Review and revise fire safety plan based on a P1 (2 building type approach) and draft the the changes	WG	ongoing
Evac Matrix	Review Evac Matrix & Response Flow Matrix; update floor plans	WG	ongoing
Review of Spaces	Spaces to use during evacuations: each RHA has a dining room and lounge; 23 unused beds at P1	WG	ongoing
P2	At P2, staff, visitors all will be using the back entrance; access to all the stairs	WG	TBD
One Button Lock down	Dave to look into a ONE Button lock down –if possible with new system	Dave	January
Hose Cabinets	hose cabinets in the new building - tbd	Dave	January
<b>Staff Training Plan</b>			
Indigenous cultural health and safety			
Equity	Combined to sensitivity training; OH NE has provided 4 modules for equity training and SLT to review	SLT	ongoing
IT	phones, emails		
Emergency Response	ongoing		





62	62R2	49			54	Typical Bedroom Mockup	Owner Requested	Approved	09-Mar-23	03-May-23	06-Jun-23	\$75,577.95	\$75,577.95		
		50				Revise rated floor assembly ULC Listed Design No.	Cost Saving	Cancelled	22-Mar-23						
		51			50	Revision to select light fixtures to alternate product	Design Improvement	Approved	22-Mar-23	20-Apr-23	26-Apr-23	\$0.00	\$0.00		
65	65	52			57	Delete select cubical curtains and provide track breaks in patient lift tracks	Coordination	Approved	29-Mar-23	12-May-23	01-Jun-23	(\$5,382.50)	(\$5,382.50)		
75	75R1	53			69	Electrical revisions for elevator connections	Coordination	Approved	30-Mar-23	29-Jun-23	03-Aug-23	\$18,212.70	\$18,212.70		
		54				Revisions to interior expansion joints types	Coordination	Pending	30-Mar-23						
68	68	55			56	Existing Water Room pull station	Coordination	Approved	05-Apr-23	17-May-23	23-May-23	\$1,142.90	\$1,142.90		
67	67	56			55	Revision to brace frame VB205	Coordination	Approved	17-Apr-23	12-May-23	18-May-23	\$1,164.02	\$1,164.02		
82	82R2	57R			82	Revision to biometric readers	Owner Requested	Approved	18-Apr-23	01-Sep-23	25-Sep-23	-\$21,023.00	-\$21,023.00		
64	64			49	51	Tree Removal at End of Block B	Site Condition	Approved	03-Nov-22	20-Apr-23	26-Apr-23	\$2,117.50	\$2,117.50		
66	66R1	58			68	Clarification to area drains	Coordination	Approved	20-Apr-23	19-Jul-23	27-Jul-23	\$25,942.40	\$25,942.40		
77	77R1	59			85	Fiber optic connection to existing building	Coordination	Approved	02-May-23	25-Jul-23	12-Oct-23	\$10,118.90	\$10,118.90		
78	78	60			63	Additional pot light in Bedroom Type "D"	Coordination	Approved	02-May-23	26-Jun-23	04-Jul-23	\$2,865.50	\$2,865.50		
		61				Revision to clarify clay unit product	Discontinued Product	Pending	09-May-23						
71	71	62R			59R	Modifications to elevator framing for door supports and additional pit ladder	Coordination	Approved	23-May-23	05-Jun-23	27-Jun-23	\$66,131.08	\$66,131.08	2	
		63				Patching of existing asphalt drive-ways	Owner Requested	Cancelled	23-May-23						
81	81	64			65	Flooring revisions	Coordination	Approved	25-May-23	07-Jul-23	20-Jul-23	\$7,090.72	\$7,090.72		
80	80R2	65			84	Owner requested revisions to Kitchen Equipment	Owner Requested	Approved	25-May-23	22-Sep-23	03-Oct-23	\$68,113.10	\$68,113.10		
73	73	66			62	Delete kitchen equipment soap and towel dispenser accessories	Owner Requested	Approved	29-May-23	20-Jun-23	27-Jun-23	(\$2,670.00)	(\$2,670.00)		
		67R3				Tie-in to existing fire alarm and PA systems	Coordination	Pending	30-May-23						
87	87	68			70	Revision to louvres	Coordination	Approved	30-May-23	02-Aug-23	08-Aug-23	\$660.00	\$660.00		
68	68	69			58	Patient lift system power supply covers	Owner Requested	Approved	01-Jun-23	05-Jun-23	22-Jun-23	\$10,222.30	\$10,222.30		
83	83	70			67	Revision to stair guard assembly	Coordination	Approved	06-Jun-23	19-Jul-23	26-Jul-23	\$726.00	\$726.00		
84	84	71			66	Revision to Ceramic tile type CT2.1 in select rooms	Owner Requested	Approved	15-Jun-23	19-Jul-23	25-Jul-23	\$0.00	\$0.00		
74	74R1	72R			64	Temporary support angles for Block C structural frame	Coordination	Approved	13-Jun-23	28-Jun-23	04-Jul-23	\$10,563.30	\$10,563.30		
69	69R1				71	Removal of existing foundations at electrical duct bank trench	Site Condition	Approved	14-Jun-23	07-Jul-23	09-Aug-23	\$10,095.80	\$10,095.80		
		73				Revise solid surface finish colour on millwork M30 & M31	Owner Requested	Cancelled	12-Jul-23						
		74				Additional structural support at 5th floor trench drain	Coordination	Pending	12-Jul-23						
90	90	75R			74	Revised detail at expansion joint at gridline 23 between S & T/T.2.	Coordination	Approved	12-Jul-23	14-Aug-23	24-Aug-23	\$8,513.40	\$8,513.40		
92	92				75	Revised rebar stirrups at elevator conduit duct bank	Coordination	Approved	18-Jul-23	23-Aug-23	30-Aug-23	\$1,036.20	\$1,036.20		
93	93			148	76	Revision to window sill support material detail	Contractor Requested	Approved	23-Aug-23	29-Aug-23	05-Sep-23	\$3,312.89	\$3,312.89		
102		76			86	Coring of Foundation for temporary generator connection	Coordination	Approved	25-Jul-23	03-Oct-23	11-Oct-23	\$3,850.00	\$3,850.00		
94	94	77			77	Revision to jockey pump electrical feed	Coordination	Approved	26-Jul-23	01-Sep-23	12-Sep-23	\$5,904.80	\$5,904.80		
98	98	78			82	Revised wall depth in Laundry Rooms to accommodate 4" drain pipe	Coordination	Approved	27-Jul-23	19-Sep-23	03-Oct-23	\$246.50	\$246.50		
		79				Delete fire damper at return air duct in penthouse level	Coordination	Pending	31-Jul-23						
97	97R1	80R			81	Revise wall thickness to accommodate pipe size	Coordination	Approved	03-Aug-23	19-Sep-23	03-Oct-23	\$3,090.10	\$3,090.10		
96	96	81			83	Domestic booster pump power feed	Coordination	Approved	23-Aug-23	13-Sep-23	02-Oct-23	\$6,792.50	\$6,792.50		
		82				Revision to Drew St. entrance sanitary & storm pipes for interferences	Coordination	Pending	28-Aug-23						
105	105	83			88	Electric heaters for temporary heat in rooms at junction between Phase 1 and 2	Coordination	Approved	15-Sep-23	10-Sep-23	24-Oct-23	\$5,335.90	\$5,335.90		
		84				Investigation for tie-in to existing PA system	Coordination	Cancelled	15-Sep-23						
85	85			67	80	Ductwork revisions related to SI#67	Coordination	Approved	06-Jun-23	02-Aug-23	25-Sep-23	\$1,439.90	\$1,439.90		
103	103R1	85			89	Additional louvre colour	Coordination	Approved	02-Oct-23	30-Oct-23	10-Nov-23	\$3,300.00	\$3,300.00		
106	106	86			87	Chiller Support Frames	Coordination	Approved	02-Oct-23	17-Oct-23	18-Oct-23	\$42,145.73	\$42,145.73		
112	112R1	87			96	Revise light fixture type U & U1	Coordination	Approved	17-Oct-23	29-Nov-23	07-Jan-24	\$2,753.30	\$2,753.30		
114	114	88			94	Revise storm drain piping from the roof of Stair Shaft #5	Coordination	Approved	26-Oct-23	14-Nov-23	05-Dec-23	\$8,269.80	\$8,269.80		
		89				Add digital menu board connections at each dining area	Owner Requested	Pending	31-Oct-23						
116	116	90			100	Additional roof anchors at chimney for Boiler #4	Coordination	Approved	01-Nov-23	20-Nov-23	10-Jan-24	\$35,019.60	\$35,019.60		
		91			97	Revision to flooring materials in corridors and resident vestibules	Owner Requested	Approved	08-Nov-23	22-Nov-23	07-Jan-24	\$0.00	\$0.00		
		92				Provide a permanent load bank for generator testing	Coordination	Pending	08-Nov-23						
		93				Revision for door controls	Coordination	Pending	10-Nov-23						
117	117	94			93	Ground connection from pole to transformer	Coordination	Approved	14-Nov-23	24-Nov-23	27-Nov-23	\$3,122.90	\$3,122.90		
104	104R2				90	Additional track components for lift track in room 5091 - Submittal 135	Coordination	Approved	30-May-23	31-Oct-23	10-Nov-23	\$2,448.60	\$2,448.60		
111	111R1			91R2	92	Revision to ductwork related to ERV#1 and SI#91R2	Coordination	Approved	15-Sep-23	16-Nov-23	20-Nov-23	\$4,701.40	\$4,701.40		
		95R				Typical resident wardrobe storage hinges	Owner Requested	Cancelled	20-Nov-23						
121	121R2	96R			102	Typical resident room and washroom millwork revisions	Owner Requested	Approved	22-Nov-23	09-Jan-24	15-Jan-24	\$28,778.20	\$28,778.20		
123	123R2	97R			101	Revision to resident room drapes	Owner Requested	Approved	22-Nov-23	08-Jan-24	10-Jan-24	\$4,059.00	\$4,059.00		
		98				Additional lightning protection	Coordination	Cancelled	27-Nov-23						
125	125R2	99R			103	Toggle switch at flusher disinfectant in soiled utility rooms	Coordination	Approved	29-Nov-23	11-Jan-24	15-Jan-24	\$1,651.10	\$1,651.10		
		100				Revise drainage for balcony/roof areas	Coordination	Pending	29-Nov-23						
110	110R1			80	95	Costs associated with piping clarification in SI#80	Coordination	Approved	15-Aug-23	30-Nov-23	14-Dec-23	\$22,236.50	\$22,236.50		
		101				Delete telephone cables between communications cabinets	Owner Requested	Pending	19-Dec-23						
					53	Phase 2 Piling	Site Condition	Approved	08-Jan-24	08-Jan-24	10-Jan-24	\$0.00	\$0.00		
		102				Revision to Clean Utility Millwork M13	Owner Requested	Pending	22-Dec-23						
		103				Delete resident room lower entertainment boxes	Owner Requested	Pending	02-Jan-24						
		104				Revisions to Phase 2 Structural Steel	Coordination	Pending	04-Jan-24						
		105				Wanderguard elevator control tie-in	Coordination	Pending	08-Jan-24						
					98	Asphalt deficiency warranty extension	Deficiency Reconciliation	Approved	06-Dec-23	14-Dec-23	11-Jan-24	(\$7,500.00)	(\$7,500.00)		
127	127				99	CSA IPAC training course	Contractor Requested	Approved	10-Nov-23	02-Jan-24	11-Jan-24	(\$550.00)	(\$550.00)		
<b>Total - As of Issue Date</b>												\$1,490,534.61	\$1,473,506.61		

**YTD Project Budget to Actual**

Cassellholme Redevelopment

Cassellholme

Commencement to date:

December 31, 2023

Nov 2023

Dec 2023

Budget Item	Description	Board Approved Budget	Spent Commencement to Previous Month	Current Month	Total Spent to Date	Budget Remaining	% of Budget Spent
A1	Land	-	-	-	-	-	0.0%
A2	Land Legal Fees and others	-	-	-	-	-	0.0%
A3	Property Taxes	-	-	-	-	-	0.0%
B1.1	Construction Cost - Phase 1	52,954,402	27,970,059	1,260,995	29,231,055	23,723,347	55.2%
B1.2	Construction Cost - Phase 2 & 3	48,626,198	2,730,907	40,000	2,770,907	45,855,290	5.7%
B1.3	Budget Increases - Change Orders	1,412,069	803,071	-	803,071	608,998	56.9%
B1.4	Holdback Retained	-	4,095,525	169,129	4,264,654	4,264,654	0.0%
B1.4a	Holdback Released	-	20,043	-	20,043	20,043	0.0%
B1.5	Owner Hard Costs	7,046	7,046	-	7,046	-	100.0%
B2	Demolition	-	-	-	-	-	0.0%
B3	Construction Contingency	3,645,832	-	-	-	3,645,832	0.0%
B3	Contingency Reductions- Change Orders	-	1,412,069	-	-	1,412,069	0.0%
C1	Architect	3,305,965	2,551,933	20,688	2,572,621	733,344	77.8%
C2	Structural Engineer	417,800	312,157	-	312,157	105,643	74.7%
C3	Mechanical Electrical Engineer	1,359,186	1,139,784	31,200	1,170,984	188,202	86.2%
C4	Civil Engineer	154,927	127,834	-	127,834	27,093	82.5%
C5	Landscape Architect	55,213	44,038	-	44,038	11,175	79.8%
D1	Geotechnical / Environmental	29,751	29,751	-	29,751	0	100.0%
D2	Land Surveyor	-	-	-	-	-	0.0%
D3	Energy Modelling Consultant	87,145	87,145	-	87,145	-	100.0%
D4	Commissioning Consultant	78,066	47,686	-	47,686	30,380	61.1%
D5	AV and Acoustics Consultant	62,529	50,179	-	50,179	12,350	80.2%
D6	Food Services Consultant	22,263	19,763	-	19,763	2,500	88.8%
D7	Elevator Consultant	9,713	6,213	-	6,213	3,500	64.0%
D8	Cost Consultant	89,770	89,770	-	89,770	-	100.0%
D9	Hardware Consultant	4,000	4,000	-	4,000	-	100.0%
D11	Life Safety and Fire Consultant	3,038	3,038	-	3,038	-	100.0%
D10	Misc. Consultants	400,655	132,224	12,191	144,416	256,239	36.0%
E1	Development Charges	-	-	-	-	-	0.0%
E2	Building Permit	-	-	-	-	-	0.0%
E3	Miscellaneous Permits	31,235	31,235	-	31,235	0	100.0%
F1	Insurance - Liability & Builder's Risk	-	-	-	-	-	0.0%
F2	Pre-Opening Expenses	-	-	-	-	-	0.0%
F3	Project Management Fee	858,833	431,281	17,028	448,309	410,524	52.2%
F4	Administrative Costs	-	-	-	-	-	0.0%
F5	Accounting Services	300,000	273,597	-	273,597	26,403	91.2%
F6	Marketing Fees	70,000	62,463	-	62,463	7,537	89.2%
F7	Disbursements	60,000	54,292	-	54,292	5,708	90.5%
F8	Legal Fees	510,000	482,383	122	482,505	27,495	94.6%
G1	Construction Loan Interest	2,680,041	1,157,220	141,763	1,298,983	1,381,058	48.5%
G2	Commitment Fee	50,000	-	-	-	50,000	0.0%
G3	Broker's Fees	-	-	-	-	-	0.0%
G4	Financing Legal Fees	-	-	-	-	-	0.0%
G5	Project Monitor	170,000	60,964	2,500	63,464	106,536	37.3%
G6	Appraisal	-	-	-	-	-	0.0%
G7	Draw Fees	20,000	-	-	-	20,000	0.0%
H1	HST on Monthly Costs	15,088,933	4,220,353	155,814	4,376,167	10,712,766	29.0%
H2	HST Input Tax Credit	-	3,793,108	-	3,793,108	11,295,825	25.1%
H3	HST Self-Assessment	1,914,397	301,374	-	301,374	1,613,023	15.7%
I1	Soft Costs Contingency	1,005,800	-	-	-	1,005,800	0.0%
J1	FF&E	2,965,586	24,978	-	24,978	2,940,608	0.8%
<b>Total</b>		<b>121,949,389</b>	<b>35,388,148</b>	<b>1,513,171.72</b>	<b>36,901,320</b>	<b>85,048,069</b>	<b>30.3%</b>

## ❖ CLINICAL SERVICES

It's almost been two months since the onboarding of our four attending physicians and medical director. Our team persevered through many changes which has become part of the department's culture. We've observed many positive resident outcomes with the change over, as well as various challenges during the process. I am happy to report that the transition is progressing smoothly. The collaborative efforts of our nursing, administrative team and newly on boarded medical professionals have played a crucial role in overcoming initial hurdles. Their commitment to fostering effective communication and teamwork has significantly contributed to the progressive momentum we are experiencing. The new physicians seamlessly transitioned to their role expeditiously.

As per legislative requirements, Cassellholme reported six incidents to the Ministry of Long Term Care in the month of January. Five incidents involved reports of suspected or alleged abuse, four were involving staff to resident and one was resident to resident. Each incident was diligently investigated by management and appropriate measures were applied to assist with mitigating future risk to residents. The sixth incident involved a resident sustaining injury and being taken to hospital which resulted in a significant change in her health status. I am pleased to report the resident has returned to her pre injury condition.

Despite facing staff shortages, I want to assure you that our team has been resilient and resourceful in maintaining the quality of care we deliver. I am delighted to report that we have welcomed several agency Registered Practical Nurses (RPNs) to support our team.

The dedication and adaptability displayed by our exiting nursing team, coupled with onboarding five international workers (working in PSW roles), have enabled us to continue to provide exceptional care to our residents. As always, we remain committed to further recruitment initiatives.

Moving forward, we remain devoted to continuously improving the quality of care our residents receive.

Change is inevitable. We are confident that the future brings further strengthening of clinical services for the people we serve.

## ❖ WELCOME STUDENTS

### School Groups:

- Canadore College (Practical Nursing)
- Canadore College (International Nursing License Preparation)
- Canadore College (Honours Bachelor of Science – Nursing)
- Near North District School Board (Living Classroom)
- CTS – Canadian Career College (Personal Support Worker)
- Nipissing University (Honours Bachelor of Science – Nursing)

**Duration of Placements:** Approximately 6-8 weeks (depending on program)

**PSW Living Classroom (October 2023 - March 2024):** Partnered with Near North District School Board to provide PSW training in a living classroom environment to students in our home. Students enrolled in the program do their theoretical learning in a classroom setting, then apply their skills on assigned units all within our home.

**Students Orientated January 2024:** Collaborating with 3 different schools (Near North, Canadore College, Nipissing University), 4 programs, 50+ active students within home doing placement and 1 RPN Student doing Preceptorship (blended RPN experience).

**February Orientation:** Canadore College INLP Placement & CTS PSW Placement to commence.

We take great pride in students being in our home and want to give them the upmost meaningful and educational experience. We want to assist students in recognizing the diverse and unique experience that long-term care has to offer. As we work towards building a stronger student placement experience in our home, we are focusing on providing better training, communication, and resources to the students. As a result of our strong efforts to build this exceptional experience, we hope to welcome these students into our home as employees knowing with confidence that we have delivered the foundation required to, not only provide excellent care to our residence, but to contribute to our outstanding team.

## ❖ **FACILITY SERVICES UPDATE - Dave Smits, Director of Facilities & Capital Projects**

### **Fire Panel**

The fire panel power supply has failed. One of the sets of internal batteries is no longer charging, resulting in a trouble alarm when the batteries discharge.

Replacement parts are no longer available. We are currently charging and replacing batteries every few days, but this is not a sustainable solution. Given the various issues we have been having with our panel we are developing a cost estimate for replacement of the panel.

### **Maintenance Management System**

As part of the redevelopment project, we will be taking the opportunity to rebuild our Capital Asset list along with the Maintenance Management System.

We will be working with Brightly who is the supplier of our maintenance management system to ensure that everything gets set up properly. We will be using this opportunity to retrain maintenance staff on the system and to automate as much of the required data collection as possible. Phase 1 of this work will be completed as part of Phase 1 of the project.

## ❖ **HOUSEKEEPING - Trina Milne, Manager**

Doing increased laundry audits as a result from the satisfaction survey to ensure residents are receiving items in a timely manner, that items are not lost, and items are placed in the rooms neatly.

We have changed some menu items on our current menu at the request of residents and the Food Committee.

Currently in the process of working on the Spring/Summer menu.

### ❖ RESIDENT & FAMILY NAVIGATOR - Jillian Marchand

Satisfaction Survey completed for 2023. Results attached  
Increase return from last years 78, to 98 this year.

Continuous Quality Improvement reviewing all results and comments to use as basis for 2024/2025 improvement work plan.

Workplan to be submitted March 31/24

Short Stay beds are reduced to 1 as of January 2024

Difficulty with occupancy and the usage of the male bed. 3 discharges occurred with males short stay in 2023 related to physical behaviours and exiting.

Short stay bed is now permanent. 239 permanent beds, 1 respite short stay

As of January 1, 2024 Placement:

6 permanent admissions

1 female short stay (staying a total of 4 days)

4 resident passings

1 resident discharge. Resident had rehabilitated since admission in early 2022, given ability to transfer into a retirement home.

### ❖ ACTIVITIES & 400 CLUB - Mandy Gilchrist, Manager

Christmas was a huge success. We received many donations from community organizations & schools. Each resident received a gift on Christmas morning.

A new group has been created called "Route 65". This group is for our residents who are 65 and under. The Route 65 group will have a special meal, twice a month and an outing monthly (Elks lodge – open stage music)

Wine and Cheese Socials are back! They are offered twice a month on Saturdays with musical entertainment. Residents have not had these socials since prior to COVID.

### ❖ INFECTION, PREVENTION & CONTROL (IPAC) - Ellen Whittaker, Manager

#### Outbreak

Since the last report, the Home has had one short Covid-19 outbreak that started on December 29<sup>th</sup>, 2023 and was declared over on January 10<sup>th</sup> 2024. The outbreak was facility-wide but there were only 7 resident cases and 3 staff cases. There were no deaths and no hospitalizations were required.

Recently, there has been a minor change to resident Covid testing. All symptomatic residents continue to require testing but roommates only need to be tested if they also develop symptoms.

Masking for staff continues to be required in all resident areas.

#### Hand Hygiene

The hand hygiene program continued on into the 4<sup>th</sup> quarter in the same manner as previously described, using the Speedy Audit tool and the 4 moments for hand hygiene.

4<sup>th</sup> Quarter: 666 observations with an 85.1% compliance rate

Annual 2023: 2332 observations with an 80.1% compliance rate

### Immunizations

Staff Flu shots continue to be offered on demand and managers and supervisors are strongly encouraging their staff to be immunized. Vaccine is also available for any newly admitted residents. Covid-19 boosters continue to be given to residents when they are due - 6 months after the most recent vaccine or Covid disease.

### Education

The members of the Leadership Team continue to complete the PHO IPAC modules. The temporary, part time IPAC Frontline trainer position has begun. This is being filled by an in-house RN and funded by the IPAC training funding. This position involves reviewing current IPAC policies with the frontline staff at huddles and observing and coaching staff at the bedside to ensure policies are being followed.

# 2023 Satisfaction Survey Summary

## THE INSTRUCTIONS PROVIDED:

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The Ministry of Long-Term Care, together with Health Quality Ontario, mandates that we give you an opportunity each year to have your say. Once complete and collated, the results are shared [without your name or comments] with Cassellholme's Resident Council, Family Council and Board of Management.

There are questions related to most departments. As a result, the questions are fairly vague. For additional context and information, check out our new web page: [Cassellholme.ca](https://www.cassellholme.ca) > [About Us](#) > [Did You Know?](#)

## THE INSTRUCTIONS PROVIDED:

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### WHO'S COMPLETING THE SURVEY?

[10] 10.2% Residents  
[88] 89.8% SDM/POAs

### RESIDENT GENDER:

[65] 67% Women  
[32] 33% Men  
[00] 0% Other

### RESIDENT LIVES ON:

[21] 21.9% Apple – 1<sup>st</sup>  
[13] 13.5% Maple – 1<sup>st</sup>  
[06] 6.3% Cherry – 2<sup>nd</sup>  
[15] 15.6% Birch – 2N  
[04] 4.2% Birch – 2W  
[18] 18.8% Willow – 3N  
[19] 19.8% Willow – 3W

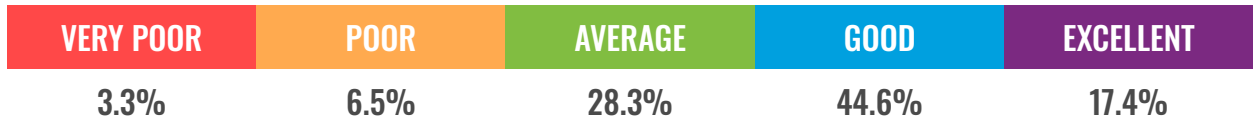
### HOW LONG HAVE YOU LIVED AT CASSELLHOLME?

[18] 19.1% 0-6 months  
[14] 14.9% 7-12 months  
[23] 24.5% 1-2 years  
[39] 41.5% more than 2 years



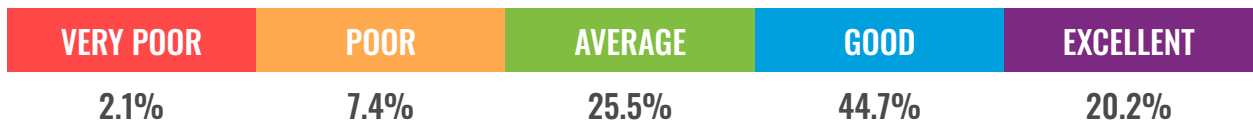
## QUESTION 1: FOOD AND NUTRITION

What do you think of the variety of food, the presentation and nutrition?



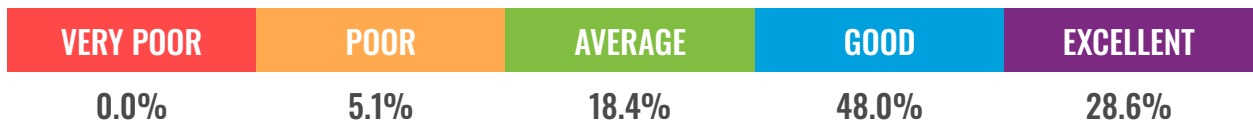
## QUESTION 2: LAUNDRY

Think about laundry services, including delivery, lost laundry and labeling of clothing.



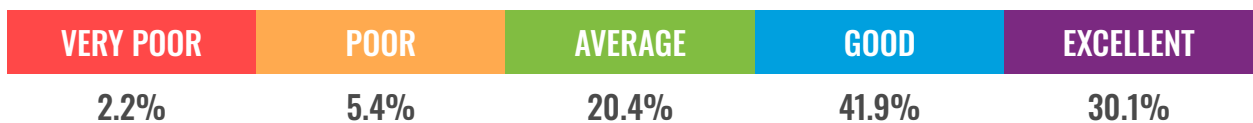
## QUESTION 3: HOUSEKEEPING

How do you rate the overall cleanliness at Cassellholme?



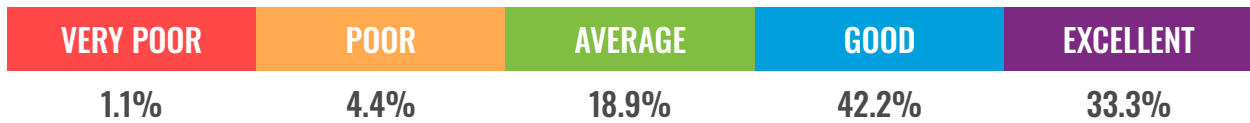
## QUESTION 4: DAILY CARE

What's your experience of things like bathing, help in the bathroom and grooming?



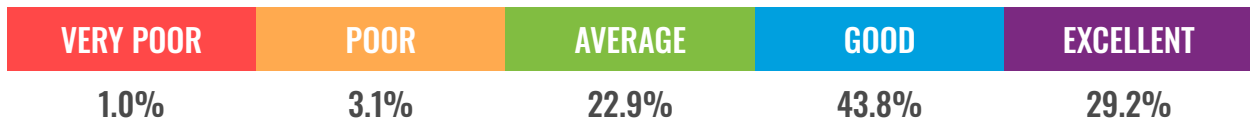
## QUESTION 5: ACTIVITIES

What do you think of the social programs at Cassellholme, like music, fitness, games, etc.?



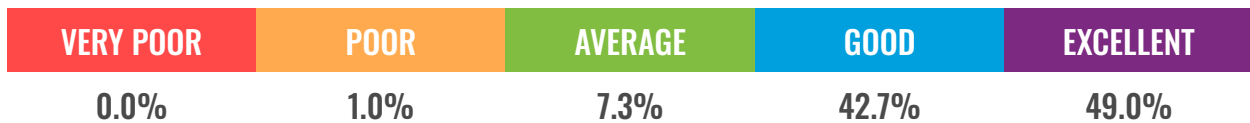
## QUESTION 6: MAINTENANCE

What do you think of the quality and consistency of maintenance in your room, such as: lighting, paint, repair of Cassellholme items?



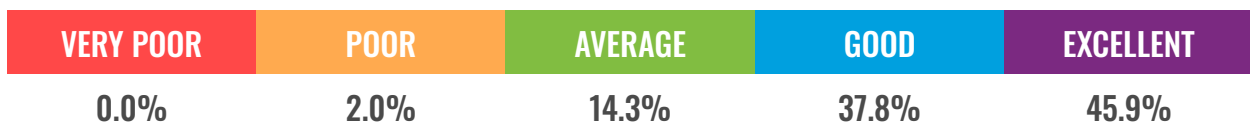
## QUESTION 7: RESIDENT FINANCE MANAGEMENT

How are your financial and admin interactions at Cassellholme?



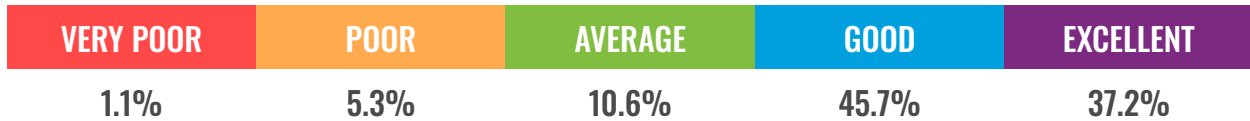
## QUESTION 8: STAFF INTERACTIONS

Overall, how do you feel about staff compassion, friendliness and skills?



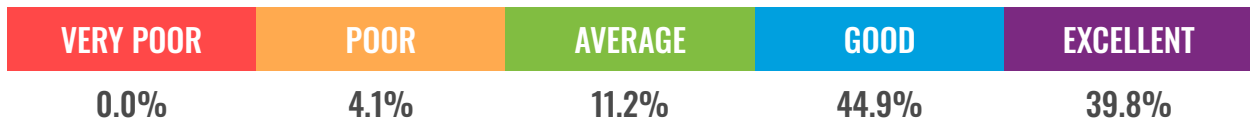
### QUESTION 9: COORDINATION OF CARE

Think about changes in your health or routines, follow-up after incidents and care conferences.  
How do you feel we communicated about these changes to your care plan?



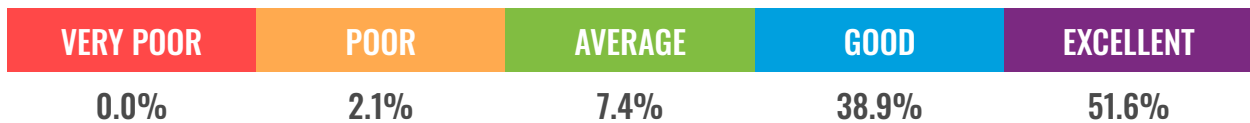
### QUESTION 10: STAFF VERBAL COMMUNICATION

How do you rate the staff on their ability to listen to, understand and interact with you?



### QUESTION 11: CASSELLHOLME UPDATES

How do you rate general updates like infection/illness, construction, new programs, etc.?



### QUESTION 12: COMMUNICATION PREFERENCES

What is your preferred method[s] of receiving Cassellholme updates? Check all that apply.

- [84] 85.7% Email
- [15] 15.3% Facebook
- [12] 12.2% Website
- [11] 11.2% Cassellholme Poster
- [11] 11.2% Mail

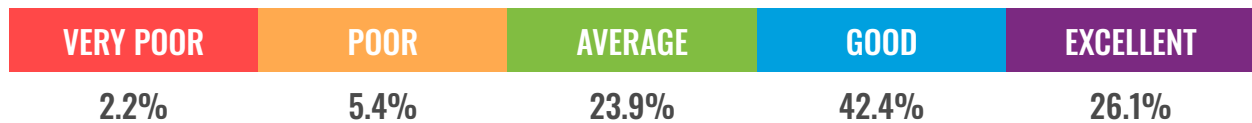
## QUESTION 13: WEBSITE USE

What have you made use of on the Cassellholme website? Check all that apply.

[7] 7.1%	Feedback form
[3] 3.1%	Compliments form
[26] 26.5%	Send-A-Card
[29] 29.6%	Who to call
[18] 18.4%	Daily menus
[15] 15.3%	Activity portal
[9] 9.2%	Minutes [Family Council, Board of Management, Residents' Council, etc.]

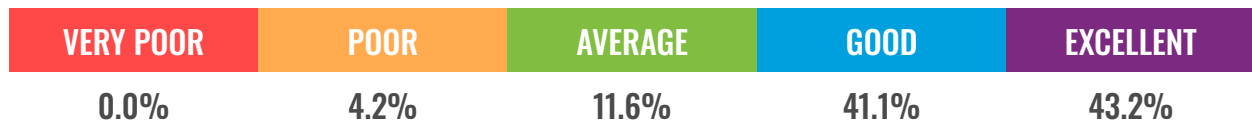
## QUESTION 14: COMMUNICATION RESPONSE TIME

When you called or emailed us, how was our response time?



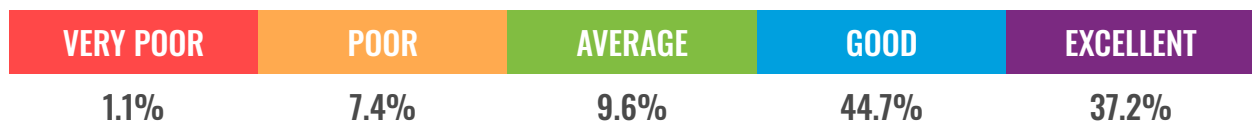
## QUESTION 15: HAVING YOUR SAY

Rate your comfort level with expressing an honest opinion to us at Cassellholme.



## QUESTION 16: OVERALL SATISFACTION

Generally speaking, how do you rate your experience at Cassellholme?



## QUESTION 17: WOULD YOU RECOMMEND CASSELLHOLME TO LOCAL RESIDENTS?

Please take a moment to write a few additional comments about Cassellholme and any changes or improvements we could make to serve you better.

