

**CASSELLHOLME**  
**BOARD OF MANAGEMENT MEETING**

**WEDNESDAY, DECEMBER 18, 2024**

**MINUTES**

**Date:** Wednesday, December 18, 2024

**Location:** Cassellholme Garden Room

**Present:** Mark King, Chair  
Peter Chirico  
Robert Corriveau  
Michelle Lahay

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

**Regrets:** Chris Mayne, Vice Chair  
Lindsay Dyrda, DOC

**Guests:** Anita Brisson  
Monique Peters, Family Council (Zoom)  
Johanne Brousseau (Zoom)

	ITEM	ACTION
<b>A.</b>	<b>CALL TO ORDER</b>	
	<p><b>MEETING RECORDED</b></p> <p><i>“Moved by Robert Corriveau and seconded by Peter Chirico that the meeting be called to order at 5:01 p.m.”</i></p> <p>Res. #135-24 <span style="float: right;"><u>Carried</u></span></p>	
	<b>1. Approval of Agenda</b>	
	<p><i>“Moved by Michelle Lahay and seconded by Peter Chirico that the Board approved the Agenda for this meeting, as presented.”</i></p> <p>Res. #136-24 <span style="float: right;"><u>Carried</u></span></p>	
	<b>2. Conflict of Interest</b>	
	<p><i>“Moved by Robert Corriveau and seconded by Michelle Lahay that no Board Members present have declared a conflict of interest.”</i></p> <p>Res. #137-24 <span style="float: right;"><u>Carried</u></span></p>	

### 3. Approval of Minutes

#### 3.1 Approval of the Minutes of the Regular Board Meeting held on November 28, 2024

*"Moved by Michelle Lahay and seconded by Robert Corriveau that the minutes of the Regular Board Meeting, held on November 28, 2024, be adopted as amended."*

Res. #138-24

Carried

### 4. New Business

#### 4.1 Provincial Appointments Update

There are potentially 2 Provincial Appointments waiting for approval from the Province. The Orders in Council are currently being reviewed and processed. Hoping for signing by the end of the year.

It was noted they will both need a CPIC with Vulnerable Sector Check before starting.

#### 4.2 Cultural Unit

Angie and Camille attended a meeting last Friday, Dec 13/24 with positive feedback. Requested to be selected for the Pilot Project. The project will begin in January 2025. Cassellholme's redevelopment will not be completed to participate at that time. A designation process is being created. Continue to ask for a separate wait list.

### 5. Redevelopment

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

Report in package.

Move in date is still scheduled for May 4, 2025.

Weekly meetings are ongoing to discuss schedule. Contractors are working through the holidays and extra workers are on site.

Finalizing phone system.

Anita looking at the training for the new year.

Dave will send the budget update to the Board.

#### 5.2 Meeting Date with the Municipalities

The meeting scheduled with the Municipalities for December 4<sup>th</sup>, 2024 at 5:00 p.m. in the Cassellholme Auditorium was cancelled due to the weather.

Julie will send out another doodle poll to the Board to pick a date towards the end of January. Noted January 17<sup>th</sup> to 22<sup>nd</sup> is not available.

### 6. Operations

#### 6.1 Operations Update

Update in package.

Angie added Agency Staff would be used to supplement staff on Leave of Absences to return home for the holidays. The alternative would be to deny their leave requests, and then they quit causing a shortage of staff.

#### 6.2 Insurance *(Motion)*

No renewal received at time of meeting. As long as there are no extreme increases to the renewal, the Board verbally approves the renewal once received.

	<b>7. IN - CAMERA</b>	
	<p>Guests left the meeting</p> <p><i>“Moved by Robert Corriveau and seconded by Michelle Lahay that the Board proceed to an In-Camera session at 5:30 p.m.”</i></p> <p>Res. #139-24 <span style="float: right;"><u>Carried</u></span></p> <p>7.1 Approval of the In-Camera Minutes – dated November 28, 2024</p> <p style="text-align: center;">In-Camera Motion - Res. #140-24</p> <p>7.2 Confidential Matter - Redevelopment</p> <p>7.3 Confidential Matter - Property</p> <p><i>“Moved by Michelle Lahay and seconded by Robert Corriveau that the Board approve the In-Camera session to be adjourned at 5:47 p.m.”</i></p> <p>Res. #141-24 <span style="float: right;"><u>Carried</u></span></p>	
	<b>B. CORRESPONDENCE</b>	
	Robert Corriveau discussed a municipal meeting with the Assistant Minister of Finance. The Assistant agreed to bring their recommendation to the Minister.	
	<b>C. REQUEST FOR FUTURE AGENDA ITEMS</b>	
	No items noted	
	<b>D. DATE OF NEXT MEETING</b>	
	Thursday January 23, 2025 @ 5:00 p.m. – Cassellholme Garden Room	
	<b>E. ADJOURNMENT</b>	
	<p><i>“Moved by Peter Chirico and seconded by Robert Corriveau that the meeting be adjourned at 5:53 p.m.”</i></p> <p>Res. #142-24 <span style="float: right;">Carried</span></p>	

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Secretary

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Chairman

December 13, 2024

**Subject: Cassellholme Redevelopment Update – Dec 13, 2024**

## **Construction Activity**

### **Highlights:**

Phase 00 - Work complete.

Phase 1-A – Work complete

Phase 1-B sequencing remains unchanged from the previous report.

Sharing a draft finishing schedule dated December 3rd, 2024, included with this report. Refer to October 2024 report and earlier, for previous schedule notes and comments on Rev. 4 schedule. Schedule comments in this report are up to date with site progress as of the date of issuance for this report.

### **PHASE 1-B**

- Metal cladding is ongoing and in the finishing phase.
- Interior framing work on all floors is largely complete. Small areas remain to be framed and are being coordinated with other trades.
- Interior boarding is ongoing on Levels 1, 2, 3, 4, and 5.
- Elevator installation is ongoing.
- Mechanical and electrical above ceiling rough-ins and are ongoing, as well as and M&E finishes.
- All roofing work is complete, except for the balconies.
- Concrete slab floor crack repair related to steel deflection is complete.
- Link construction is in progress.
- Painting and millwork installation is in progress.
- Drywall and T-bar ceiling in progress.
- Floor prep work and flooring installation is in progress

The resident move date is still held for May 4<sup>th</sup> 2024. As shown in Percon's monthly report they have identified a finishing schedule that is reviewed every Mondays with CH, MJA, and Percon for the upcoming dates and any past with percentages complete. A very detailed meeting to articulate and challenge what is actual. Attached is the Dec 3<sup>rd</sup> version but an updated Dec 9<sup>th</sup> had been issued. It will continue to be modified every Monday to zero in on the challenges and verifying we hold the May 4<sup>th</sup> date.

## **Transition Planning**

An updated summary is attached for reference.

### **Highlights:**

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

Bed Application Licensing – Continue to have discussions with OH and Ministry on next steps.

Staff Training Plan for equipment, IT and orientation– Plan has been developed using a number of different delivery methods. Trainers will be selected by February 2025 and training will commence.

Laundry Plan - No further update this month.

Waste Handling – No further updates at this time.

Storage Plan – Proposal for Just in Time delivery proposal are under review and to be finalized with SLT December/January. Continue to plan detailed storage room configuration on each RHA; clean utility, med room, small and large storage rooms.

Move Plan –week of April 28<sup>th</sup> and resident in rooms May 4<sup>th</sup> 2025. Next scheduled meeting with movers in January 2025, in person review.

IT – All network and CCTV equipment work ongoing for the resident entertainment system and facility phone system.

Outdoor space – Completed for 2025

FF&E Budget – Budget validation ongoing with a final check back to departments in terms of the items they will require.

Occupancy Planning –Occupancy Plan to be submitted by end of January to MLTC.

Emergency Planning – Work progressing well and on track

**Change Order Log -** Please see the attached

**Budget Update –** Summary to be added to package.

Action	Sub Actions	Responsible	Due Date
Occupancy Checklist	Continue to review Ministry LTC occupancy checklists - final submission required 3 months prior to occupancy; Construction portion 85%, and Interior checklists 75% complete	Anita	2024-01-28
Art Fundraising	ideas have been noted and small WG; including Creative Industries - WG to assemble once individuals are available	Anita	ongoing
Wood at mill for purpose		Anita	ongoing
<b>P1 Move</b>			
HCR - Movers	Scheduled for week of April 28 2025; Resident in rooms May 4 2025; in-person walk through and meeting tentative for January 2025	Anita	15-Jan
Resident Communication	Will be communicating in the fall as we come closer to move in dates and patient placement	Billy/Angie/Jillian	Winter 2025
Furniture delivery	Scheduled 2 partial dates - 2/3 rd floor March 4-10th; 4/5/Ground March 17-21	Anita	March
<b>IT</b>			
Cameras	added to training plan	Dave/Anita	ongoing
ID Access Card	To breakdown internal processes for profiles, roles, access; program the system and print the cards for implementation		
Phone System	almost finalized with vendor for resident cable and phone packages		
Network Design	completed		
Digital Menus/Boards	S/W to be finalized by CH management and TVs to be purchased for install - still to be confirmed by Support Services		
Nurse Call	Austco and Percon and Clinical finalize the alerts, call bells, colours for certain calls Nov 4 - added to training plan		
<b>Bed Allocation - Indigenous and Speciality</b>			
Bed Application - Licencing	Continue to have discussions with OH and Ministry on next steps	NFN/Angie	ongoing
NFN Collaboration Document	Angie will reach out to NFN to include them to see where we fit in with the Pilot Project. At this time, there is no funding included in this Pilot Project.	Angie	ongoing
<b>Support Services</b>			
Building Ready	Discussions of the process for building ready (kitchens, med rooms, medications, storage, linens, food, laundry flow, elevator usage and timing, housekeeping and cleaning)	Anita	ongoing
Storage Area list	Walkthrough with clinical management on 2nd floor to finalize layout and storage needs prior to ordering shelving. Received options for smaller storage and will bring one set for 2nd floor for set up when area is ready. Will bring mgmt staff through for further discussion before order is made.	Dave/Anita	January
Inventory Management Solution and Process	Further internal discussions on inventory management solutions and JIT for P1 - to be finalized my January	Dave/Anita	January
<b>Emergency Response</b>			
Fire plan	training plan created; policy work ongoing and on track; Will be creating demo anchor system in old building to assist in the timing needed for training	Anita/Julie/Ron	ongoing
P2 Parking	Need to begin discussions and planning for start of P2 parking (winter 2026); options to be discussed with SLT	Dave/Anita	Winter 2026
<b>Staff Training Plan</b>			
Detailed Breakdown	Comprising of various methods: in-person, video, replicated in old building, in new building to ensure move readiness; awaiting Level 2 mock up to be complete for next MGT walk through and to understand detailed training needs Managers to confirm different elements of training; to appoint leads - train the trainers to be named	Anita	winter 2025

Change Order Log - Nov 20 2024															Contract Time (days)
Percon															
RFE	RFE	PC	CD	SI	RFI	CO	Work Description	Reason	Status	Date Issued	Quote Sent	Approval Date	Quoted	Approved	
1	1			1		1	Millwork revisions/clarifications	Coordination	Approved	18-Feb-22	17-Mar-22	28-Mar-22	\$34,553.53	\$34,553.53	
2	2	1				2	Emergency Switchboard revisions	Coordination	Approved	17-Feb-22	17-Mar-22	28-Mar-22	\$4,919.20	\$4,919.20	
3	3					3	Increase Builders Risk Insurance to include Soft Costs	Lender Requirement	Approved	30-Mar-22	30-Mar-22	05-Apr-22	\$29,846.88	\$29,846.88	
4	4					3	Cost associated to add Wrap Up Insurance Policy	Lender Requirement	Approved	30-Mar-22	30-Mar-22	05-Apr-22	\$282,579.86	\$282,579.86	
5	5R1	2				5	Door revisions	Coordination	Approved	15-Mar-22	07-Apr-22	06-May-22	\$4,677.20	\$4,677.20	
6	6	3				4	Washroom Accessories Revisions	Coordination	Approved	28-Mar-22	22-Apr-22	25-Apr-22	\$863.50	\$863.50	
7	7	9					Removal existing foundations (Unit rate only - see RFE 16)	Cancelled		21-Apr-22	25-Apr-22				
8	8	16				6	Provide new water valve at property line	AHJ	Approved	05-May-22	06-May-22	06-May-22	\$8,607.50	\$8,607.50	
9	9	4				41	North wing door revisions	Coordination	Approved	28-Mar-22	16-Jan-23	19-Jan-23	\$3,756.50	\$3,756.50	
10	10	5				7	Elevator pit lighting revisions	AHJ	Approved	29-Mar-22	09-May-22	16-May-22	(\$1,361.00)	(\$1,361.00)	
11	11	6				8	Transformer modifications	Cost Saving	Approved	07-Apr-22	09-May-22	27-May-22	(\$6,000.00)	(\$6,000.00)	
12	12 R1					9	Millwork edging revisions & Drawer modifications (per email April 25, 2022)	Cost Saving	Approved	N/A	19-May-22	01-Jun-22	(\$11,906.00)	(\$11,906.00)	
13	13						CANCELLED: Drawer modifications (SEE RFE 12R1)	Cancelled		N/A	09-May-22				
14	14	17				12	Temporary Hydrant at North Wing	AHJ	Approved	12-Apr-22	16-May-22	01-Jun-22	\$5,585.25	\$5,585.25	
15	15R2	7R1				36	Phase 1 temporary door revisions and hardware coordination	Coordination	Approved	02-Dec-22	06-Dec-22	10-Jan-22	\$4,539.70	\$4,539.70	
16	16R2	9				15	Removal of existing foundations	Site Condition	Approved	21-Apr-22	20-May-22	27-Jun-22	\$70,326.38	\$70,326.38	
17	17	11				11	Hardware revisions to Door V101	Coordination	Approved	27-Apr-22	19-May-22	01-Jun-22	\$6,046.70	\$6,046.70	
18	18R2	18				14	Revise pipe material storm main tee at Olive St.	Site Condition	Approved	13-May-22	20-May-22	29-Jun-22	\$7,885.44	\$7,885.44	
19	19	12				10	Temporary lighting in courtyard parking	Health & Safety	Approved	27-Apr-22	25-May-22	01-Jun-22	\$15,888.40	\$15,888.40	
20	20R1	8				13	Add card reader control for rear doors on elevators 1024 & 1025	Design Improvement	Approved	25-Apr-22	30-May-22	10-Jun-22	\$1,512.50	\$1,512.50	
21	21R1					16	Temporary Door Hardware supplied by Owner's Security Provider	Schedule Change	Approved	22-Jun-22	08-Jul-22	22-Jul-22	(\$6,650.00)	(\$6,650.00)	
22	22	23					Investigate/repair storm line blockage near property line at Olive St.	Site Condition	Cancelled	23-Jun-22	06-Jul-22				
23	23R2			19R1		17 R	Corrections and revisions to parking lot line in temporary and east parking areas	Owner Requested	Approved	16-Aug-22	15-Sep-22	22-Sep-22	\$3,454.00	\$3,454.00	
24	24R4	22R1				27	Provide temporary power feed to east parking lot lighting	Coordination	Approved	19-Aug-22	24-Oct-22	27-Oct-22	(\$8,416.88)	(\$8,416.88)	
25	25R1	25R1				18	Revision to waterline connections to existing building - Revised	Site Condition	Approved	03-Aug-22	05-Aug-22	11-Aug-22	\$42,426.23	\$42,426.23	
26	26	20				19	Revision to electrical panel E-1-C	Coordination	Approved	02-Jun-22	09-Aug-22	11-Aug-22	\$6,702.30	\$6,702.30	
27	27R1	19R1				23	Revise acoustic ceiling tile materials	Cost Saving	Approved	15-Sep-22	28-Sep-22	05-Oct-22	(\$66,054.48)	(\$66,054.48)	
28	28			23		20	Pile Rock Points	Contractor Requested	Approved	03-Aug-22	12-Aug-22	12-Aug-22	\$98,826.40	\$98,826.40	
29	29R3	28				33	Revision to Phase 1 & 2 sanitary and storm connections at grade beams	Coordination	Approved	03-Aug-22	09-Nov-22	22-Nov-22	\$21,724.63	\$21,724.63	
30	30	26				21	Revision to under-slab plumbing and inverts	Coordination	Approved	26-Jul-22	18-Aug-22	22-Sep-22	\$15,196.50	\$15,196.50	
31	31	10				40	Revision to the fire and combination fire/smoke dampers	AHJ	Approved	26-Apr-22	15-Sep-22	26-Jan-23	\$134,858.85	\$134,858.85	
32	32R1	14					Door frame material revisions along corridor 1165	Design Improvement	Not Accepted	31-Aug-22	31-Aug-22				
33	33					24	Revised wood frame design for Jams	Cost Saving	Approved	09-Sep-22	28-Sep-22	05-Oct-22	(\$12,750.00)	(\$12,750.00)	
34	34R4	21R3				29	Provide new grounding loop for new building service	AHJ	Approved	22-Aug-22	28-Oct-22	08-Nov-22	\$77,892.15	\$77,892.15	
35	35R3	27R2				35	Delete deck mounted soap dispensers	Owner Requested	Approved	21-Nov-22	05-Dec-22	10-Jan-22	(\$4,081.00)	(\$4,081.00)	
36	36R4	15R				117	Door hardware revisions to door 1147a	Coordination	Pending	12-Oct-22	18-Apr-24	29-Apr-24	\$10,606.20	\$10,606.20	
37	37	13R				31	Janitor room door revisions	Coordination	Approved	19-Sep-22	19-Sep-22	10-Nov-22	\$4,785.00	\$4,785.00	
38	38	29				22	Existing Service Plug Requirement	AHJ	Approved	31-Aug-22	23-Sep-22	10-Oct-22	\$2,414.10	\$2,414.10	
41	41	24R1				32	Provide grilles on type 'O' fin radiation in trench in Auditorium 1005	Coordination	Approved	22-Sep-22	17-Oct-22	15-Nov-22	\$23,009.80	\$23,009.80	
		30					After hours paving of East Parking Lot	Owner Requested	Cancelled	16-Sep-22					
39	39	31					Additional curb at edge of existing parking area	Owner Requested	Cancelled	16-Sep-22	28-Sep-22				
40	40R1	32R1				25	Revision to existing sanitary line	Site Condition	Approved	21-Sep-22	29-Sep-22	06-Oct-22	\$61,577.36	\$61,577.36	TBD
47	47R1	33				43	Structural revisions to Phase 1 framing, Phase 2 framing, pile caps and piles	Coordination	Approved	23-Sep-22	11-Jan-23	22-Jan-23	\$37,038.71	\$37,038.71	4
42	42R1	34				26	Water storage tank layout and structural revisions	Coordination	Approved	26-Sep-22	14-Oct-22	27-Oct-22	\$3,597.83	\$3,597.83	
43	43	35R				61	Revision to North Wing elevator brackets for rail attachments	Coordination	Approved	07-Oct-22	20-Jun-23	27-Jun-23	\$11,964.96	\$11,964.96	
53	53	36R2				44	Revision to brace frame VB105	Coordination	Approved	09-Nov-22	13-Dec-22	26-Jan-23	\$9,497.44	\$9,497.44	
45	45	37				30	Revision to light fixtures P5 and P6	Coordination	Approved	11-Oct-22	31-Oct-22	08-Nov-22	\$2,369.33	\$2,369.33	
48	48	38				37	Structural beam revisions at Block B roof terraces balconies	Coordination	Approved	20-Oct-22	13-Dec-22	10-Jan-23	\$969.52	\$969.52	
49	49R2			36R1		60	Structural clarifications - structural steel and rebar shop drawings	Coordination	Approved	20-Jan-23	10-Mar-23	28-Jun-23	\$2,768.37	\$2,768.37	
46				7R1		28	Provide slab Mounting brackets for smoke shelter	Site Condition	Approved	17-Oct-22	25-Oct-22	01-Nov-22	\$1,050.68	\$1,050.68	
51	51R1	39				38	Add smoke detectors in corridors of RHA areas	Coordination	Approved	08-Nov-22	13-Dec-22	10-Jan-23	\$5,258.00	\$5,258.00	
44R1				22		34	Provide additional steel modifications outlined in SI#22	Coordination	Approved	27-Jul-22	16-Nov-22	22-Nov-22	\$3,300.11	\$3,300.11	
		40					Additional elevator controls	Coordination	Pending	07-Dec-22					
56	56	41				45	Revision to sliding door frame details	Coordination	Approved	21-Dec-22	08-Feb-23	28-Feb-23	\$8,783.50	\$8,783.50	
54	54	42				46	Provide fixed mirrors in Staff washrooms	Coordination	Approved	10-Jan-23	03-Feb-23	28-Feb-23	\$7,507.50	\$7,507.50	
54R1	54R1	42				48	Correct the cost of fixed mirrors from CO#46	Coordination	Approved	10-Jan-23	03-Mar-23	21-Mar-23	(\$2,035.00)	(\$2,035.00)	
52	52			39		39	Provide relay bases on smoke detectors related to door hold opens for SI#39	AHJ	Approved	08-Nov-22	13-Dec-22	10-Jan-23	\$3,014.00	\$3,014.00	
55	55	43					Revise range hood colour	Owner Requested	Cancelled	18-Jan-23					
57	57	44				47	Revision to LW2 & LW2-1 lavatory fixtures	Coordination	Approved	18-Jan-23	17-Jan-23	21-Feb-23	\$5,193.10	\$5,193.10	
54	54R1			41		42	Remedial modifications to pile caps and grade beams - Phase 1	Site Condition	Approved	28-Nov-22	10-Jan-23	20-Jan-23	\$14,145.87	\$14,145.87	4
58	58	45					Revisions to operable window vent type	Coordination	Cancelled	06-Feb-23					
60	60	46				52	Modifications to generator ESB breakers	Coordination	Approved	07-Feb-23	24-Mar-23	03-May-23	\$19,405.10	\$19,405.10	
95	95	47				79	Revise office door locations, electrical from PC47	Owner Requested	Approved	23-Mar-23	08-Sep-23	09-Sep-25	\$10,312.50	\$10,312.50	
72	72R3	47				73	Revise office door locations, typical millwork from PC47	Owner Requested	Approved	15-Aug-23	15-Aug-23	07-May-24	\$11,985.60	\$11,985.60	
59	59	48R				49	Revisions to electrical to accommodate Kitchen Equipment Phase 1	Coordination	Approved	14-Feb-23	17-Mar-23	22-Mar-23	\$501.60	\$501.60	
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	Cancelled	30-Mar-23					
68	68	55			56	Exisiting 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			78	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 exisiting 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 exisiting 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)	
126	126R2	67R3			115	Tie-in to exisiting fire alarm and PA systems	Coordination	Approved	30-May-23	21-Mar-24	12-Apr-24	\$18,950.80	\$18,950.80	
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 strutral frame	Coordination	Approved	13-Jun-23	28-Jun-23	04-Jul-23	\$10,563.30	\$10,563.30	
69	69R1				71	Removal of exisiting foundations at electrical duct bank trench	Site Condition	Approved	14-Jun-23	07-Jul-23	09-Aug-23	\$10,095.80	\$10,095.80	
76	76R3	61			72	Revision to clay unit masonry product	Coordination	Approved	09-May-24	26-Jun-24	12-Aug-24	\$55,860.00	\$55,860.00	
		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	
101	101R3	76R2			91	Connection for Portable Genset and Load Bank Testing	Owner Requested	Approved	06-Feb-24	22-Feb-24	12-Mar-24	\$116,723.25	\$116,723.25	
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	
108	108	79			111	Delete fire damper at return air duct in penthouse level	Coordination	Approved	31-Jul-23	24-Oct-23	21-Mar-24	(\$497.00)	(\$497.00)	
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 exisiting 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	
120	120R4	89			114	Add digital meni board connections at each dining area	Owner Requested	Approved	31-Oct-23	01-Apr-24	12-Apr-24	\$15,745.40	\$15,745.40	
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 resdient vestibules	Owner Requested	Approved	08-Nov-23	22-Nov-23	07-Jan-23	\$0.00	\$0.00	
		92				Provide a permanent load bank for generator testing	Coordination	Pending	08-Nov-23					
132	132R2	93			127	Revision for door controls	Coordination	Approved	10-Nov-23	08-May-24	23-May-24	\$55,073.65	\$55,073.65	
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 disinfecter in soiled utility rooms	Coordination	Approved	29-Nov-23	11-Jan-24	15-Jan-24	\$1,651.10	\$1,651.10	
135	135R1	100			105	Revise drainage for balcony/roof areas	Coordination	Approved	29-Nov-23	15-Feb-24	27-Feb-24	\$19,183.78	\$19,183.78	
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	Cancelled	19-Dec-23					
					53	Phase 2 Piling	Site Condition	Approved	08-Jan-24	08-Jan-24	10-Jan-24	\$0.00	\$0.00	
129	129R1	102			104	Revision to Clean Utility Millwork M13	Owner Requested	Approved	22-Dec-23	24-Jan-24	30-Jan-24	(\$29,960.00)	(\$29,960.00)	
134	134R2	103			112	Delete resident room lower entertainment boxes	Owner Requested	Approved	02-Jan-24	15-Mar-24	03-Apr-24	(\$112,848.00)	(\$112,848.00)	
133	133	104			106	Revisions to Phase 2 Structural Steel	Coordination	Approved	04-Jan-24	02-Feb-24	27-Feb-24	\$13,369.24	\$13,369.24	
136	136	105			118	Wanderguard elevator control tie-in	Coordination	Pending	08-Jan-24	17-Apr-24	29-Apr-24	\$32,157.40	\$32,157.40	
					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)	
139	139R	106			109	Revision to Block D tub rooms	Coordination	Approved	24-Jan-24	26-Feb-24	07-Mar-24	\$7,681.30	\$7,681.30	
148	148R1	107			122	Support posts for med sled system in stairwells	Owner Requested	Approved	31-Jan-24	01-May-24	07-May-24	\$53,607.07	\$53,607.07	
141	141	108			108	Revise outlet locations in Type C Bedrooms	Owner Requested	Approved	08-Feb-24	23-Feb-24	07-Mar-24	\$1,907.40	\$1,907.40	
140	140				107	Delete siding band detail at Penthouse	Cost Saving	Approved	21-Feb-24	21-Feb-24	27-Feb-24	(\$10,600.00)	(\$10,600.00)	
137	137				110	Slab edge firestop detail revision	Coordination	Approved	09-Feb-24	04-Mar-24	07-Mar-24	\$39,165.00	\$39,165.00	
145	145				113	Extent of slat edge at curtain wall block C - Phase 1	Coordination	Approved	22-Mar-24	22-Mar-24	04-Apr-24	\$3,637.92	\$3,637.92	
		109R				Clarification to temporary soffit and heating details	Cancelled	Pending	07-Mar-24					
146	146	110			116	Add door 5136 and associated hardware	Coordination	Approved	04-Mar-24	05-Apr-24	26-Apr-24	\$11,698.50	\$11,698.50	



147	147R1	111R				135	Revisions to communication cabinets racks and distribution	Coordination	Approved	14-Mar-24	02-Jul-24	29-Jul-24	\$22,195.00	\$22,195.80	
150	150	112				123	Radiant heater piping enclosures	Coordination	Approved	14-Mar-24	22-Apr-24	22-May-24	\$9,624.86	\$9,624.86	
151	151	113				119	Revisions to Resident Washrooms to Accommodate Plumbing Drain	Coordination	Approved	22-Apr-24	22-Apr-24	29-Apr-24	\$5,564.06	\$5,564.06	
152	152R1	114				126	Revisions to water room door hardware	Coordination	Approved	20-Mar-24	07-May-24	23-May-24	\$8,929.80	\$8,929.80	
156	156	116R				121	Revision to handrails and base bumpers	Coordination	Approved	02-May-24	01-May-24	07-May-24	\$14,213.38	\$14,213.38	
153	153					129	Revision to cabinet locks	Owner Requested	Approved	24-Apr-24	24-Apr-24	24-May-24	\$1,540.57	\$1,540.57	
154	154				193		Delete Sprinkler Control Valve	Cost Saving	Approved	01-May-24	24-Apr-24	07-May-24	(\$500.00)	(\$500.00)	
158	158	117				124	Add temporary heat trace system to pipes at underside of servery 2078 & 2086	Coordination	Approved	08-Apr-24	08-May-24	15-May-24	\$21,541.30	\$21,541.30	
157	157	118				128	Phase 1 - Roof level sun control outrigger support	Coordination	Approved	11-Apr-24	06-May-24	24-May-24	\$29,342.14	\$29,342.14	
160	160	119R				132	Kill switch for Ground Floor Servery 1067	Coordination	Approved	13-May-24	30-May-24	06-Jun-24	\$2,971.10	\$2,971.10	
159	159					125	Revise millwork pulls	Cost Saving	Approved	10-May-24	10-May-24	23-May-24	(\$4,132.80)	(\$4,132.80)	
163	163	120				133	Additional exit signs at double egress doors	Coordination	Approved	29-May-24	11-Jun-24	23-Jul-24	\$22,341.00	\$22,341.00	
162	162	121R				134	Add end enclosures to sneeze guards	AHJ	Approved	03-Jun-24	12-Jun-24	23-Jul-24	\$10,373.00	\$10,373.00	
		122					Brick support at level 2 balcony/roof	Coordination	Pending						
						130	Delay Claim Settlement	Delay Claim	Approved	04-Jun-24	04-Jun-24	06-Jun-24	\$317,200.00	\$317,200.00	
148	149					131	Additional cubicle curtains Phase 2	Coordination	Approved	17-Apr-24	17-Apr-24	29-May-24	\$10,670.00	\$10,670.00	
		123					Replace damaged trees by winter salt at highway	Site Condition	Cancelled	08-Jul-24	19-Jul-24		\$34,672.55		
168	168R	124				138	Circuiting and clarifications for pumps P6, P7, P20 & P21	Coordination	Approved	18-Jul-24	09-Aug-24	29-Aug-24	\$1,821.00	\$1,821.60	
167	167					136	Revision to hardware on doors 1018a, 1030b, 1165	Coordination	Approved	22-Jul-24	22-Jul-24	29-Jul-24	\$1,056.00	\$1,056.00	
169	169R	125				137	Revision to soffit detail at 1064 & 1075	Coordination	Approved	22-Jul-24	07-Aug-24	14-Aug-24	\$5,908.76	\$5,908.76	
		126					Add hot water recirculation line to washers	Design Improvement	Cancelled	22-Jul-24		11-Sep-24		\$0.00	
		127				140	Generator shore power circuit	Coordination	Approved	07-Aug-24	03-Sep-24	19-Sep-24	\$6,043.40	\$6,043.40	
		128				141	Revision to 5th floor Dining Windows & exhaust duct	Coordination	Approved	13-Aug-24	09-Sep-24	19-Sep-24	\$20,700.61	\$20,700.61	
		129				142	Rework roof drain above 5th floor balcony	Coordination	Approved	19-Aug-24	11-Sep-24	19-Sep-24	\$4,275.35	\$4,275.35	
175	175R	130R				143	Revised - Insulation tie-in at temporary wall to curtainwall	Coordination	Approved	19-Sep-24	24-Sep-24	03-Oct-24	\$5,417.50	\$5,417.50	
171	171				135	139	Credit for revisions to PRV valves from SI#135	Cost Saving	Approved	18-Jul-24	15-Aug-24	29-Aug-24	(\$4,964.00)	(\$4,964.00)	
		131					Revised - Gas detection in generator room #6011	Regulatory Change	Pending	06-Nov-24					
		132				144	Water room drywall revision	Coordination	Approved	19-Sep-24	29-Sep-24	04-Oct-24	\$1,045.44	\$1,045.44	
					137		Clarification to handrail corners	Coordination	Approved	24-Jul-24					
					138		Composity Slab Crack remediation	Coordination	Approved	14-Sep-24					
					142		Ductwork revisions at Chapel 1027	Coordination	Approved	12-Sep-24					
					141		Revised - Location of Electrical Panel in Janitor Rooms	Coordination	Approved	01-Oct-24					
					143		Revision to bulkheads at corridor 1032	Coordination	Approved	17-Sep-24					
				133		146	Revision to balcony ceiling panels at tapered beams	Owner Requested	Approved	21-Oct-24	22-Oct-24	29-Oct-24	\$0.00	\$0.00	
					144R(2)		Revised (2) - Temporary link connection details	coordination	Approved	16-Oct-24					
					145		Clarification to boiler breaker feeds and temp link heaters	coordination	Approved	08-Oct-24					
					146		Revise rating at column 12.1-F	coordination	Approved	10-Oct-24					
				177	141R	145	Reframing and hardware revision relative to SI#141R	coordination	Approved	08-Oct-24	15-Oct-24	21-Oct-24	\$1,364.66	\$1,364.66	
					147		Clarification to typical windows drainage	coordination	Approved	22-Oct-24					
181	181	134				147	Add Handrails to link	Owner Requested	Approved	20-Nov-24	20-Nov-24	20-Nov-24	\$5,268.77	\$5,268.77	
					148		Clarification to shaft bottom closure location	coordination	Approved	30-Oct-24					
					149		Clarification to penthouse glycol tank wiring	coordination	Approved	06-Nov-24					
					150		Revision to fireplace hearth stone in 5115	coordination	Approved	19-Nov-24					
					151		Miscellaneous Structural Clarifications	coordination	Approved	19-Nov-24					
180R					144R2	148	Temporary Link Connection details	coordination	Approved	15-Nov-24	02-Dec-24	10-Dec-24	\$10,226.30	\$10,226.30	
					152		Revisions breakers and raceway at IT Room 6003	coordination	Approved	20-Nov-24					
						149	Gas detection controller in generator room 6011	coordination	Approved	02-Dec-24	02-Dec-24	10-Dec-24	\$3,942.40	\$3,942.40	
					153		Austco Nurse Call alert info	coordination	Approved	09-Dec-24					
					154		Revised FHC location main floor phase 1	coordination	Approved	11-Dec-24					
				135			Modify alternating tread ladder construction in penthouse	coordination	Approved	12-Dec-24					
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Board of Management Meeting  
December 18, 2024

### ❖ CLINICAL SERVICES - Lindsay Dyrda, Director of Care

#### Critical Incidents to the Ministry of Long Term Care

- ❖ November 23 – December 13, 2024 – 4 Total
  - ❖ Staff to Resident Action: 2 classified as neglect
  - ❖ Resident to Resident Action: 1 classified as sexual, 1 classified as physical

#### Inspections

- ❖ None

#### Staffing

- ❖ Agency RN hired to assist over the holidays and cover vacations

### ❖ CLINICAL SERVICES - Mathew Mlodozenc - RAI Coordinator

#### Care Plans

- ❖ More attention to details and more thorough assessment during the RAI assessment period.
- ❖ RPN TL also conducting CP reviews – this new process ensures reviews are completed ~q6weeks to promote accuracy.
- ❖ Clinical Pathways project currently in the preliminary phase – care plans to be streamlined for clarity and organization; new assessments to be implemented that promote consistency and standardization

#### CMI

- ❖ Remains stable around 1.20 with fluctuations of ~0.02 points above/below
- ❖ Changes in service provisions are showing potential for maximizing CMI further (IV therapy) – Aug 2024 CMI of 1.1892, Nov 2024 CMI of 1.2535 (CMI increase primarily influenced by administration of remdesivir (IV) during outbreak)
- ❖ New documentation templates created for IV therapy – easy to track who is receiving IV
- ❖ IV fluids given in house; potential to impact resident rug scores significantly
- ❖ Plans to implement and offer more extensive services in house

#### Staff

- ❖ Nancy Corbett assumed the role of the Nursing Rehab Nurse following Maxine McCart's retirement. Nancy has seamlessly adapted into her new role. Nancy currently provides nursing rehab services to 59 residents. She has maintained the nursing rehab RUGs well above the allotted 5%.

### ❖ **STAFFING - Tiffany Chapman, HR Coordinator**

#### **Staffing & Students**

- ❖ Active/In Progress - PSW Living Classroom Group

#### **Vacancies as of December 12, 2024**

- ❖ PSW's - 2 perm FT, 2 temp FT / 1 perm PT, 8 temp PT - ALL LINES POSTED
- ❖ RPN's - 1 perm FT, 4 temp FT / 1 temp PT, 1 perm PT
- ❖ 1 RN FT Vacancy - temp to assist with time off requests - RN Agency + 1 new hire RN onboarding
- ❖ Dietary - 3 temp PT, 1 perm PT
- ❖ Housekeeping - 3 temp PT

#### **Hired in November**

- ❖ 4 Total (1 PSW, 2 RPN, 1 FSW)

#### **Terminated/Resigned/Retired in November**

- ❖ 11 Total (6 PSWs, 1 CSS HMKER, 1 RN, 3 RPN)

### ❖ **ADMISSIONS - Tracy Davis, Interim Resident & Family Navigator**

This report provides an update on the admissions and discharges at Cassellholme during the ongoing hospital bed crisis, covering the period from November 21 to December 11, 2024.

#### **Admissions:**

- We have admitted 9 new residents to our facility during this period. The increase in admissions reflects the continued pressure on the healthcare system, with more individuals requiring long-term care as hospital beds remain occupied.

#### **Discharges and Deaths:**

- There have been 5 deaths within our facility during this same period.

We understand that this is an incredibly challenging time for both residents and their families. Our team is dedicated to providing compassionate support and communication with families, ensuring they feel informed and involved in their loved ones' care.