

CASSELLHOLME

BOARD OF MANAGEMENT MEETING

CASSELLHOLME

Compassionate care for life's journey.

THURSDAY, JULY 17, 2025

MINUTES

Date: Thursday, July 17, 2025

Location: Cassellholme Garden Room

Board Members: Dave Mendicino, Chair
Michelle Lahaye – Vice Chair
Peter Chirico
James (Jim) Bruce
Chris Mayne

Staff: Angie Punnett, Administrator
Billy Brooks, Chief Financial Officer
Anita Brisson, Project Manager
Camille Bigras, QI Director
Julie Pilkey, Secretary
Tiffany Chapman, Secretary

Regrets: Robert Corriveau
Mark King

Guests: Monique Peters, Family Council
Nathan Jensen

	ITEM	ACTION
A.	CALL TO ORDER	
	MEETING RECORDED <i>“Moved by Michelle Lahaye and seconded by Chris Mayne that the meeting be called to order at 5:02 p.m.”</i> Res. #087-25 <u>Carried</u>	
	1. Approval of Agenda	
	<i>“Moved by Peter Chirico and seconded by Jim Bruce that the Board approved the Agenda for this meeting, as presented.”</i> Res. #088-25 <u>Carried</u>	
	2. Conflict of Interest	
	<i>“Moved by Michelle Lahaye and seconded by Jim Bruce that no Board Members present have declared a conflict of interest.”</i> Res. #089-25 <u>Carried</u>	

3. Approval of Minutes

3.1 Approval of the Minutes of the Regular Board Meeting held on June 26, 2025, 2025

"Moved by Jim Bruce and seconded by Peter Chirico that the minutes of the Regular Board Meeting, held on June 26, be adopted as presented."

Res. #090-25

Carried

4. New Business

5. Redevelopment

5.1 Construction Update (Anita Brisson)

Report in package.

Percon unable to meet deadline.

Delay to move in date of September 8-16, 2025

Potential delay unable to get occupancy approval – a lot of moving pieces

Next potential dates of November 25 or 30, 2025. Difficulties securing dates – cost for alternate dates.

New fire hydrant installed – water shut off 9am-5pm Monday, July 14, 2025

5.2 Redevelopment – Move Plan, Staffing Plan, etc.

All families contacted – emails sent out to all

Internal move plan still in the works

A lot of questions – communication to be sent out

Staffing plan – lines created – working with Union on how line selection process

Staff training delayed

5.3 Behavioural Support Unit

Ministry still hasn't come back with a decision to move forward. Update within next month.

Sounds promising as per email sent from OH regarding expansion of 12-24 bed for BSU.

BSU separate waitlist criteria – North Bay does not currently have BSU waitlist.

6. Operations

6.1 Operations Update

Update in package.

Currently in Respiratory Outbreak on 3rd floor

Pharmacy Contract up for renewal

Layoff notice to RPN Team Leads at time of move – waiting on line selection process

WSIB Claims null

7. IN - CAMERA**Guests left the Meeting**

“Moved by Peter Chirico and seconded by Jim Bruce that the Board proceed to an In-Camera session at 5:38 p.m.”

Res. #091-25

Carried

7.1 Approval of the In-Camera Minutes – dated June 26, 2025
In-Camera Motion – Res. #092-25

7.2 Confidential Matter – Redevelopment

7.3 Confidential Matter – Financial

7.4 Confidential Matter – Governance

“Moved by Peter Chirico and seconded by Jim Bruce that the Board approve the In-Camera session to be adjourned at 6:35 p.m.”

Res. #093-25

Carried

B. CORRESPONDENCE**C. REQUEST FOR FUTURE AGENDA ITEMS**

No items noted

D. DATE OF NEXT MEETING

Thursday August 28, 2025 – Cassellholme Garden Room – 5:00 p.m.

E. ADJOURNMENT

“Moved by Jim Bruce and seconded by Michelle Lahaye that the meeting be adjourned at 6:40 p.m.”

Res. #094-25

Carried

Secretary

Chairman

July 14 2025

Subject: Cassellholme Redevelopment Update – July 14 2025

Construction Activity - Percon

Highlights:

Phase 00 - Work complete.

Phase 1-A – Work complete

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

Refer to schedule notes of previous reports for comments on Draft Finishing Schedule and comments on Rev. 4 Schedule.

The owner's move in date has been confirmed for September 8 to September 16, 2025.

Schedule risks outlined in the March 2025 report have materialized resulting in the revised September 2025 move-in date.

Updated milestones have been coordinated with Cassellholme and are as follows:

Documentation submission to the Ministry of Long-Term Care (MOLTC): July 15/16, 2025

Anticipated Pre-Occupancy review by MOLTC: July 29, 2025

Cassellholme Move-in: Start – September 8, 2025, Finish September 16, 2025.

Current occupancy risks:

- CO 171 - Temporary fire department connection - complete
- PC 159 - Relocate Phase 3 fire hydrant to Phase 1 – complete
- PC 160 - Temporary Exist Signage - work is in progress
- PC 161 - Flow switch & supervised valve, ATS wiring valve - work is in progress
- PC 162 - Stairwell Signage Revision - work is in progress
- Exist stair levels - work is in progress

PHASE 1-B

- Mechanical and electrical finishes are ongoing.
- Link from old to new construction – to be completed July 18
- Final Millwork installation finishing Level 1
- Finish paint coat and touchups ongoing throughout the building
- Full ceiling tile installation in progress on remaining portion of L1
- Flooring installation complete, final baseboard being installed
- Final washroom accessories being installed.
- BAS programming, Equipment start-ups and balancing is ongoing.

- Planting in progress for week of July 14.

Significant work in millwork installations, and drywall finishing, painting for the last weeks, furniture and appliances in place, kitchens and nursing stations in their last weeks of completion.

This month Percon and MJA to continue to review 2/3/4th by end of month for. Main push is on the ground floor and 5th for final completion and to be reviewed. Furniture room placement targeted for July 16. All TVs, small appliances, supplies to be in by mid July. Many vendors on site installing to make areas ready. Balcony furniture begin to be placed this month.

Transition Planning Highlights

An updated summary is attached for reference.

Change Order Log - Please see the attached

Budget Update – To be provided separately, W. Brooks

Action	Sub Actions	Due Date
	<p>Notice of Total Completion checklists submitted June 29; Total Completion documents to be submitted July 16;</p> <p>Actual Total Completion (signed checklists and signed attestation of Note of Actual Total Completion for each checklist):</p> <p>A. Pre-Occupancy Design Manual Checklist</p> <p>B. Operational Readiness</p> <p>i. Environmental Checklist</p> <p>ii. Dietary Checklist</p> <p>iii. Nursing Checklist</p> <ul style="list-style-type: none"> •Occupancy Permit or equivalent notification from the Local Building Department •Ontario Fire Marshal or local fire department approved (i.e. stamped or signed) fire plan •Electrical Safety Authority certificate •Fire alarm verification certificate •Resident-staff communication and response system verification certificate •HVAC Balancing Report/Verification •TSSA Certificate for any elevators •A satisfactory inspection report from a Public Health Inspector indicating that the kitchen •and/or serveries •A completed Cold Chain Maintenance Inspection Report from a Public Health Inspector •Or Public Health Nurse identifying compliance with vaccine storage and handling requirements •A verification letter or certificate that the generator has been tested •Verification letter by a lighting specialist or lighting engineer confirming the lighting •Level in all areas of the LTC home are in compliance •A verification letter by the project's mechanical engineer confirming the cooling system •Provided for the LTC home is in compliance 	
Total Completion Checklist - Ministry Submissions	Ministry target inspection July 29-Aug 5	2025-07-16
Art Fundraising		ongoing
Wood at mill for purpose	ideas have been noted and small WG; including Creative Industries - WG to assemble once individuals are available	ongoing
Outdoor Space	gazebos for ground level installed; balcony furniture partially purchased for review	July
P1 Move		
HCR - Movers	Biweekly meetings in progress; mockup date of Aug 13; Move will commence on Sept 8th-16th, Patient move on the 14th; Action register created and begin purging where ever possible so it is not all left to the end	2025-08-13
Resident Communication	Monthly communications provided	
Furniture delivery	next communication for room placement to began and rooms will be identified by August	ongoing
	continue to place furniture where possible; Medline on site for more placement July 16	2025-07-16
IT		
ID Access Card	To breakdown internal processes for profiles, roles, access; program the system and print the cards for implementation; to begin the printing process in July as staffing is determined priority	ongoing
Phone & TV System	Finalized and TV packages confirmed; Purchased of TVs in June and mounting in July	
Digital Menus/Boards	S/W - Mealsuite being implemented by CH management and TVs, and mounts purchased; to be placed end of July	
Bed Allocation - Indigenous and Speciality		
Bed Application - Licencing	Continue to have discussions with OH and Ministry on next steps	ongoing
Support Services		
Building Ready	kitchens, med rooms, soap, clinical office furniture, pandemic supplies, balcony furniture, medications, linens, food, laundry flow, elevator usage and timing, housekeeping and cleaning	July
Appliances	ordered and placement by mid July	2025-07-16
Storage Areas and supplies	shelving and ordering system ordered; all in place by end of July	23-Jul
Inventory Management Solution and Process	ordered 3rd party solution and to be implemented July	July
Emergency Response		
Fire plan	completed July 14; Medsled placement July; training ongoing	July
P2 Parking	Need to begin discussions and planning for start of P2 parking (winter 2026); options to be discussed with SLT	Winter 2026
Staff Training Plan		
Detailed Breakdown	Training to commence 3rd week of July with online videos and on floor training; simulated on unit training to commence in June to provide expectations of flow and effectiveness	July/August

Change Order Log - July 14 2025															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	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	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 L#2 & L#2-1 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 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)			
126	126R2	67R3				115	Tie-in to existing 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				156	Revision to Drew St. entrance sanitary & storm pipes for interferences	Coordination	Approved	28-Aug-23	11-Feb-25	25-Feb-25	\$54,487.51	\$54,487.51			
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	\$5,355.90			
		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			
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 resident 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 slad 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 heating 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 server 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 Server 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	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	Architect omission	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			Cancelled: Miscellaneous Structural Clarifications	coordination	Approved	02-Apr-25				
			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			152		Modify alternating tread ladder construction in penthouse	coordination	Approved	12-Dec-24	30-Jan-25	07-Feb-25	\$5,830.00	\$5,830.00
				155			Revision to dryer surround opening dimensions	coordination	Approved	06-Jan-25				
					150		Add Handrails to link (2nd part)	coordination	Approved	17-Dec-25	15-Dec-25	20-Dec-25	\$4,548.50	\$4,548.50
		136			151		Temporary cladding at lounge bump-out to existing construction	coordination	Approved	06-Jan-25	30-Jan-25	13-Jan-25	\$12,562.00	\$12,562.00
				156			Revisions 2 Clarification to gypsum ceilings in stairwells	coordination	Approved	11-Mar-25				
				157			Clarification to balcony soffit heights	coordination	Approved	14-Jan-25				
			137		154		Provide cricketed backslope insulation between ERV#1 and MUA#2	Percon	Approved	15-Jan-25	30-Jan-25	07-Feb-25	\$1,650.00	\$1,650.00
			138		155		Provide keypad locksets on Resident laundry room doors	Owner Requested	Approved	16-Jan-25	30-Jan-25	07-Feb-25	\$4,455.00	\$4,455.00
			139				Cancelled - Provide range hood in gathering space kitchen 5116a	Owner Requested	Approved	11-Mar-25				
			140		153		Millwork revisions for site coordination issues	coordination	Approved	22-Jan-25	30-Jan-25	07-Feb-25	\$1,670.35	\$1,670.35
	191			158	159		Furr-out around FA panel in Med room 1070	coordination	Approved	30-Jan-25	11-Mar-25	25-Mar-25	\$1,247.07	\$1,247.07
				159			Revision to ceilings bulkheads in corridor 5082 and 5099	coordination	Approved	03-Mar-25				
				160			Revised - Ceiling height in corridor 5081	coordination	Approved	30-Jan-25				
		141			157		Modify stainless steel count 2078	coordination	Approved	10-Feb-25	05-Mar-25	13-Mar-25	\$0.00	\$0.00
				161			Revision to fireplace hearth stone in 5115	coordination	Approved	12-Feb-25				
	192	142			160		Revised counter support at M60 under counter fridge	Owner Requested	Approved	12-Feb-25	11-Mar-25	25-Mar-25	\$2,694.91	\$2,694.91
193R1	143				165		Temporary Cladding of columns exposed to exterior in P1	coordination	Approved	12-Feb-25	08-Apr-25	15-Apr-25	\$10,961.13	\$10,961.13
				162			Revision to shower floor drains for sheet flooring	coordination	Approved	12-Feb-25				
194R1	144				158		Modify rated wall at Room 5115 to suit piping	coordination	Approved	25-Mar-25	25-Mar-25	25-Mar-25	\$4,923.41	\$4,923.41
				163			Revisions to door frame protection	coordination	Approved	01-Feb-29				
				164			Revised 2: Relocate Shower room storage cabinets	coordination	Approved	24-Mar-25				
			145				Cancelled:Add LCD Austco annunciator displays for nurse call in P1	coordination	Approved	15-Apr-25				
				165			Clarifications on IT room 6003 panel terminations and rack equipment locations	coordination	Approved	25-Feb-25				
	196	146			162		Horizontal cable management and access control data drop	coordination	Approved	24-Feb-25	01-Apr-25	01-Apr-25	\$4,105.20	\$4,105.20
				166			Drywall bulkhead control joint locations	coordination	Approved	03-Mar-25				

Board of Management Meeting

July 17, 2025

CLINICAL SERVICES – Mel Cross, Acting Director of Care

This reporting period has been marked by a continued commitment to **resident safety, process improvement, and staff stabilization**. Clinical operations have remained steady, supported by strong collaboration across front-line teams and leadership. Our collective efforts remain centered on delivering **holistic, resident-focused care** that supports quality of life and clinical excellence.

Critical Incidents Summary

Since our last report ending June 16th, we have had an additional 6 critical incidents in the month of June. Two of which were unfounded.

- ❖ **Outbreak:** 1 incident
- ❖ **Alleged Staff-to-Resident Abuse:** 1 incident
- ❖ **Fall with Injury:** 1 incident
- ❖ **Written Complaint Regarding Resident Care:** 1 incident
- ❖ **Missing Narcotic:** 1 incident
- ❖ **Misappropriation of Resident's Money:** 1 incident

Details & Follow-up:

- ❖ **Outbreak:**
Enteric outbreak on Apple Street. Total number of affected residents was 5 (50 resident unit). Initiated June 21st, closed June 30th.
- ❖ **Alleged Staff-to-Resident Abuse:**
Inappropriate comment made toward resident by PSW. Complaint was validated. PSW served a suspension and was required to complete training
- ❖ **Fall with Injury:**
Resident received appropriate assessment and care. Subsequently transferred to hospital for additional assessment and treatment. Care plan updated.
- ❖ **Written Complaint:**
Amicable resolution achieved after investigation and follow-up between family and manager.
- ❖ **Missing Narcotic:**
Missing medication was eventually located; the CI was amended to reflect this outcome.
- ❖ **Misappropriation of Resident's Money:**
Resident alleges there was money in an envelope a month prior that was now missing. Accusation has been unfounded despite an investigation.

Other Clinical Updates

Staffing & Leadership Updates

- ❖ With our current IPAC Lead, Ellen Whittaker, retiring this summer we held an interview process and have since offered full time employment to one of the candidates to become our new IPAC Lead. We will also be seeking to hire a qualified individual as an IPAC assistant to help bolster our IPAC processes.

- ❖ We are working with the CUPE union to finalize our line selection process as we work to have lines posted for the staff to bid into in preparation for the transition into our new building.
- ❖ The RN's and Clinical Leadership Team continue to work with Jayne Harvey as we strive to improve our leadership skills, ultimately improving processes and resident care.

Clinical Practice

We continue to work closely with our Medical Director and have been able to update some clinical policies and procedures coupled with new medical directives to help streamline care provision for our residents. Applicable education is being rolled out to ensure staff are knowledgeable in these areas.

Looking Ahead

- ❖ We continue to work closely with our staff in leadership positions helping to refine their leadership skills.
- ❖ Striving to refine our education process with the goal to reach more staff more efficiently and provide high quality learning opportunities.
- ❖ Ongoing recruitment for some outstanding positions.
- ❖ Continued focus on building our team's resilience and capacity as we strive to realign our staffing with the needs of our residents.

Committed to ongoing excellence in care.

CLINICAL QUALITY ASSURANCE – Kathryn MacDonald, RN, Manager of Clinical Quality Assurance

As part of our ongoing commitment to quality improvement and resident safety, I am pleased to provide this update on recent activities and outcomes related to clinical quality assurance for the Home:

Fall Prevention Initiatives

In recent weeks, I delivered multiple fall prevention training sessions to members of the nursing and interdisciplinary teams. These sessions focused on our revised Fall Prevention Policy, ensuring that all team members are aligned with current best practices and proactive risk reduction strategies. In addition to the training, we have explored collaboration with the Aging Research Trial Group, who presented their PREVENT Program—a research initiative dedicated to improving outcomes for older adults, particularly in reducing the risk of hip fractures. We are currently evaluating the feasibility of participating in this innovative trial.

Fall Statistics Overview

We continue to monitor our fall data closely as part of our quality indicators:

- June 2025: 62 falls (identical to June 2024)
- May 2025: 61 falls (down from 94 in May 2024)
- April 2025: 72 falls (compared to 67 in April 2024)

While April showed a slight increase compared to last year, May's significant reduction highlights progress in our efforts. These fluctuations reinforce the importance of our continued focus on fall prevention strategies and staff education.

Redevelopment and Environmental Improvements

As we move into our redevelopment phase, we are optimistic about the impact that a modernized environment will have on resident safety. Currently, overcrowded spaces and tight maneuvering areas, including some bathrooms and corridors, contribute to fall risks. The new design will offer improved accessibility and safer physical layouts, which we anticipate will support a reduction in fall related incidents and enhance quality of life for our residents.

Hospital Emergency Department Transfers

We're proud to report continued progress in reducing hospital transfers, which reflects the growing clinical expertise of our team and the effectiveness of on-site medical interventions:

- April 2025: 0 transfers
- May 2025: 2 transfers
- June 2025: 5 transfers
(All significantly lower than prior years)

This reduction is a strong indicator of clinical improvement and showcases the excellent work being done by our medical team, as well as the expanded skill sets of our registered staff. Interventions such as bladder scanning, IV therapy, and ECG monitoring have greatly improved our capacity to manage complex clinical situations within the home, reducing the need for emergency transfers.

Clinical Documentation Improvements

We have also streamlined the auditing process for incident reports and progress notes. A live shared document is now used by registered staff, allowing for real time updates, follow ups, and collaborative monitoring of incidents and trends.

In Summary

These quality indicators reflect a facility wide commitment to resident centered care, proactive risk mitigation, and team based clinical excellence. As we continue to grow into our redeveloped space and embrace new initiatives like PREVENT, I remain confident in our ability to improve outcomes even further.

Wishing all Board members a happy and restful summer and thank you for your ongoing support of our care programs and quality initiatives.

STAFFING – Tiffany Chapman, HR Coordinator

Students

- ❖ Active/In Progress: PSW Living Classroom, Canadore PSWs, CTS PSWs – 1 on 1 Preceptorships in progress

Staffing June 2025

- ❖ Hired - 14 Total (5 PSWs, 4 RPNs, 5 FSWs, 2 HSKPERS, 1 Activities)
- ❖ Terminated/Resigned/Retired - 7 total (1 Unit Manager, 1 PSW Day Program, 2 PSWs, 1 RPN, 1 housekeeper, 1 FSW)

Vacancies as of July 10/25

- ❖ PSW Vacancies as of today – 1 temp FT, 9 temp PT, 2 perm PT– all lines posted – actively recruiting/interviewing.
- ❖ RPN Vacancies as of today – 3 temp FT, 1 temp PT, 1 perm PT
- ❖ Dietary vacancy as of today – 2 perm PT, 5 temp PT
- ❖ Housekeeping vacancy as of today – 2 perm PT, 7 temp PT
- ❖ Activities Vacancies – 1 temp PT
- ❖ PSW Day Program – 1 temp PT, 1 perm PT
- ❖ PSW Day Program, PSW CSS jobs posted, actively recruiting

Other

- ❖ Master Lines created for redevelopment – ALL lines being posted for redevelopment tentatively July 21, 2025
- ❖ Recruiting for Nurse Practitioner
- ❖ Active Non-Union Vacancies –IPAC Support Assistant, Scheduling Coordinator (x2)

HOUSEKEEPING & NUTRITION & FOOD SERVICES – Trina Milne, Manager

- ❖ Continued weekly meetings with Meal Suite new menu system
- ❖ Dietary meetings to go over new Fall/Winter Menu
- ❖ Ordering supplies for new building
- ❖ New laundry chemicals installed July 8, 2025 in current building as well as new building.
- ❖ Conducting interviews for more housekeeping staff

RESIDENT FAMILY NAVIGATOR –Alysia Loyer

Diligently working on the upcoming move. We had four permanent admissions & 2 short stay respite admissions. I've been working on rostering Dr. Gauthier to residents in Maple St. and providing messaging to families about the upcoming move as able

COMMUNITY SUPPORT SERVICES –Cheryl Hamilton, CSS Manager

- ❖ CSS has been on a steady pace over the past few months. We have had an increase of 5 PSW's over the past year which has allowed us to bring our Assisted Living numbers up to 42-44 clients.
- ❖ We have a PSW who is leaving CSS so are in the process of interviewing candidates and have received a number of resumes so this is good (assuming they are appropriate candidates). We have had an ongoing challenge of PSW interest in the community and finding suitable candidates.
- ❖ We have had challenges with a number of Assisted Living clients being hospitalized all at the same time which means a drop in client hours and we cannot replace clients until we know they cannot come home.
- ❖ We are fully staffed in our Home Help Homemaking program, and it continues to see a very lengthy waitlist for services. We continue to receive many referrals for all programs.
- ❖ The Cassellhome Van has been seeing some increased repair bills but is running efficiently and is a very busy service.
- ❖ No major health and safety issues currently
- ❖ We did purchase some laundry carts to make it easier for staff having to carry loads of laundry for longer distances and this is working well.

All in all, CSS is operating smoothly and with no significant changes at this time.