

CASSELLHOLME
BOARD OF MANAGEMENT MEETING

THURSDAY, AUGUST 28, 2025

MINUTES

Date: Thursday, August 28, 2025

Location: Cassellholme Garden Room

Board Members: Dave Mendicino, Chair
Michelle Lahaye – Vice Chair
Mark King
Robert Corriveau
James (Jim) Bruce
Peter Chirico

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

Regrets: Chris Mayne

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

	ITEM	ACTION
A.	CALL TO ORDER	
	MEETING RECORDED <i>“Moved by Michelle Lahaye and seconded by Peter Chirico that the meeting be called to order at 5:00 p.m.”</i> Res. #095-25 <u>Carried</u>	
	1. Approval of Agenda	
	<i>“Moved by Robert Corriveau and seconded by Peter Chirico that the Board approved the Agenda for this meeting, as presented.”</i> Res. #096-25 <u>Carried</u>	
	2. Conflict of Interest	
	<i>“Moved by Jim Bruce and seconded by Michelle Lahaye that no Board Members present have declared a conflict of interest.”</i> Res. #097-25 <u>Carried</u>	

3. Approval of Minutes

3.1 Approval of the Minutes of the Regular Board Meeting held on July 17, 2025

"Moved by Michelle Lahaye and seconded by Robert Crriveau that the minutes of the Regular Board Meeting, held on July 17, 2025, be adopted as presented."

Res. #098-25

Carried

4. New Business

4.1 MLTC Funding Advocacy

Letter in Package

Conversation with MLT-CSF Funding they were not prepared and didn't fully understand

Billy & Angie to reach back out and follow up

Deputy Minister Brian Pollard left the position

Regroup and go back at it

No feedback from the City of North Bay

5. Redevelopment

5.1 Construction Update (Anita Brisson)

Report in package

Slide show presented at meeting regarding potential dated for move in

Who is covering the cost is still in question

Anita to provide update in the coming weeks if hardware is secured for the grab bars

November 2 has been secured with movers

6. Operations

6.1 Operations Update

Update in package

Pharmacy packages for renewal sent out and (3) believed to be returned

6.2 Financial Report – Q2 LTC & Q1 CSS

Report in package.

Billy presented.

"Moved by Peter Chirico and seconded by Robert Corriveau that the Board approve Cassellholme's year-to-date operating budget-to-actual results for the period ending June 30, 2025 (corresponds to pages 7-9)"

Res. #099-25

Carried

"Moved by Mark King and seconded by Robert Corriveau that the Board approve the redevelopment capital budget to actual results from commencement to June 30, 2025, noting the currently forecasted capital levy estimates (corresponds to Pages 10-11)"

Res. #100-25

Carried

"Moved by Michelle Lahaye and seconded by Peter Chirico that the Board approve the 2025-26 Community Support Services Q1 year-to-date budget to actual results as presented (corresponds to pages 12-13)"

Res. #101-25

Carried

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

"Moved by Jim Bruce and seconded by Robert Corriveau that the Board proceed to an In-Camera session at 5:55p.m."

Res. #102-25

Carried

7.1 Approval of the In-Camera Minutes – dated July 17, 2025
In-Camera Motion - Res. #103-25

7.3 Confidential Matter – Legal Matter
Anita Brisson Left the Meeting

7.4 Personnel Matter
Mark King Left the Meeting

7.2 Confidential Matter – Governance

"Moved by Michelle Lahaye and seconded by Peter Chirico that the Board approve the In-Camera session to be adjourned at 6:20 p.m."

Res. #104-25

Carried

B. CORRESPONDENCE

B.1. Ministry Inspection Public Report – June 9-13, 2025

C. REQUEST FOR FUTURE AGENDA ITEMS

No items noted

D. DATE OF NEXT MEETING

Thursday, September 25, 2025 – Cassellholme Garden Room – 5:00 p.m.

E. ADJOURNMENT

"Moved by Peter Chirico and seconded by Robert Corriveau that the meeting be adjourned at 6:22 p.m."

Res. #105-25

Carried

 Secretary

 Chairman

August 22, 2025

Subject: Cassellholme Redevelopment Update – August 22, 2025

Construction Activity - Percon

Highlights:

Phase 00 - Work complete.

Phase 1-A – Work complete

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

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

- Final architectural review - week of September 1-12th, 2025
- Documentation submission to the Ministry of Long-Term Care (MOLTC): TBD Pending (Sept 12 target)
- Change Directive 3, grab bar resolution and final architectural review.
- Cassellholme NEW Move-in: Start – October 29, 2025, Finish November 2, 2025.

Current occupancy risks:

- Change Directive 3 - revision to stair light fixtures
- Fold down grab bars fix
- Exist stair levels – awaiting final MJA review
- Fire exit doors – locks/latches/seals

PHASE 1-B

- Deficiency corrections, on all floors
- Final paint in stairs
- Installation of TV mounts, drapes, etc.
- BAS programming and commissioning

PHASE 2 – Revised schedule to be provided

- Site services preparation and installation
- Construction fence alignment
- Demolition planning
- PC 162 - Stairwell Signage Revision - work is in progress

Significant work over the last weeks. MJA doing 1st quality review of ground floor completed. Final reviews to be conducted Sept 5-12th. Ministry documents to be submitted based on final reviews. Plan for virtual on-site meeting then in-person inspection for

September. Ministry to then provide any deficiencies, then CH home clean to commence prior to move in dates. Employee training to commence after ministry documents to be submitted, indicating partial occupancy.

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
	Notice of Total Completion checklists submitted June 29; Total Completion documents to be submitted July 16; Actual Total Completion - SEPT 12 package(signed checklists and signed attestation of Note of Actual Total Completion for each checklist): A. Pre-Occupancy Design Manual Checklist B. Operational Readiness i. Environmental Checklist ii. Dietary Checklist iii. Nursing Checklist • Occupancy Permit or equivalent notification from the Local Building Department - OUTSTANDING • Ontario Fire Marshal or local fire department approved (i.e. stamped or signed) fire plan -SUBMITTED • Electrical Safety Authority certificate-SUBMITTED • Fire alarm verification certificate-SUBMITTED • Resident-staff communication and response system verification certificate-SUBMITTED • HVAC Balancing Report/Verification -SUBMITTED • TSSA Certificate for any elevators -SUBMITTED • A satisfactory inspection report from a Public Health Inspector indicating that the kitchen and/or serveries-SUBMITTED • A completed Cold Chain Maintenance Inspection Report from a Public Health Inspector or Public Health Nurse identifying compliance with vaccine storage and handling requirements-SUBMITTED • A verification letter or certificate that the generator has been tested-SUBMITTED • Verification letter by a lighting specialist or lighting engineer confirming the lighting level in all areas of the LTC home are in compliance- OUTSTANDING • A verification letter by the project's mechanical engineer confirming the cooling system provided for the LTC home is in compliance- OUTSTANDING	
Total Completion Checklist - Ministry Submissions	Ministry target inspection after Sept 12	2025-09-12
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 purchased	July
P1 Move		
HCR - Movers	Biweekly meetings in progress; mockup date TBD; Move will commence on Oct 29; Patient move on the 2nd; Action register created and begin purging where ever possible so it is not all left to the end	2025-11-02
Resident Communication	Monthly communications provided next communication for room placement to began and rooms will be identified by August	ongoing
Furniture delivery	Furniture on site and final placement ongoing	2025-08-29
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 September as staffing is determined priority	ongoing
Phone & TV System	Finalized and TV packages confirmed; Purchased of TVs in June and mounting completed	
Digital Menus/Boards	S/W - Mealsuite being implemented by CH management and TVs, and mounts purchased; to be placed in September	
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	ongoing
Appliances	ordered and placement by mid July - final install September	2025-09-12
Storage Areas and supplies	carts on site; inventory to be place prior to resident move	October
Inventory Management Solution and Process	ordered 3rd party solution and to be implemented by September	September
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	September

Change Order Log - Aug 22 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					2	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					2	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				2	Door revisions	Coordination	Approved	15-Mar-22	07-Apr-22	06-May-22	\$4,677.20	\$4,677.20	
6	6	3				2	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 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			
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	\$5,335.90			
		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			
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 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	\$22,195.00			

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				

				167			Clarification to expansion joint details	coordination	Approved	04-Mar-25					
		147					Cancelled: Add closure panel to back pans on 3rd floor curtainwall	coordination	Approved	07-Apr-25					
	202R1	148			166		Door hardware revisions	Owner request/coordination	Approved	10-Mar-25	09-Apr-25	15-Apr-25	\$20,851.60	\$20,851.60	
				168			Revised Kitchen hood in gathering Space kitchen	coordination	Approved	11-Mar-25					
				169			Install heat pump in shower room 5105	coordination	Approved	11-Mar-25					
	195R1	149		164R2	161		Revised: Filter panels and relocated upper cabinets of SI#164 Revised 2	coordination	Approved	24-Mar-25	18-Mar-25	04-Apr-25	\$804.65	\$804.65	
	197	150R		171	163		Wall closure at soffit construction in Janitor Room 1065	coordination	Approved	20-Mar-25	02-Apr-25	02-Apr-25	\$3,241.99	\$3,241.99	
				170			Revision to cubical curtains in tub rooms	coordination	Approved	17-Mar-25					
				172			Closure at hopper fixture SS#2 base to wall	coordination	Approved	20-Mar-25					
		151					Revise fireplace hearth material	coordination	Approved	24-Mar-25					
	199	152			164		Revised Sentronic closers to 24V	coordination	Approved	24-Mar-25	07-Apr-25	07-Apr-25	\$6,264.50	\$6,264.50	
		153			167		Revision to ceiling in Lobby 5002	coordination	Approved	25-Mar-25	09-Apr-25	15-Apr-25	\$0.00	\$0.00	
				175			Installation of TV mounts in residents rooms	as per contract	Approved	15-Apr-25					
				174			Clarification on location of fireplace switches	coordination	Approved	02-Apr-25			\$55,094.46	\$55,096.46	
				173	169		Revision to BF operator buttons	coordination	Approved	02-Apr-25	02-Apr-25	05-May-25	\$856.90	\$856.90	
		154			168		Cabinet lock revisions for keying	owner request	Approved	17-Apr-25	17-Apr-25	27-Apr-25	\$8,505.09	\$8,505.09	
				176			Austco nomenclature and IT info clarification	coordination	Approved	28-Apr-25					
		155					Revision to storm line serving existing building at Apple Wing	Design Improvement	Approved	01-May-25					
				177			Ceiling height revisions in corridors 1030 1032	coordination	Approved	06-May-25					
				178			Comms cabinet in block c level 5	Design Improvement	Approved	14-May-25					
				179			Clarifications for interferences at clean-out access doors	coordination	Approved	14-May-25					
				180			Clarification for quantity of lockers in staff lockers	coordination	Approved	14-May-25					
		156					Revise colour on P2 exterior louvre	Coordination	Approved	22-May-25					
		157			171		Revised Temporary fire department connection extension	Authority Having Jurisdiction	Approved	23-May-25	23-May-25	04-Jun-25	\$9,400.60	\$9,400.60	
	209	158			172		Add Smoke detector in control room 1020	Authority Having Jurisdiction	Approved	29-May-25	29-May-25	23-Jun-25	\$1,578.50	\$1,578.50	
				181			Delete light fixtures over M17 in rooms 1064 and 1075	coordination	Approved	29-May-25					
	207				170		Extend thresholds at balcony doors	coordination	Approved	29-May-25	29-May-25	02-Jun-25	\$1,650.00	\$1,650.00	
	211	159	4		173		Relocate P3 fire hydrant to P1	Coordination	Approved	04-Jun-25	04-Jun-25	23-Jun-25	\$20,973.70	\$20,973.70	
		160	1				P1 temporary exit signage	Coordination	Approved	11-Jun-25	17-Jun-25	18-Jun-25			
		161	2				Flow switch, supervised valve and ATS wiring revision	Coordination	Approved	11-Jun-25	17-Jun-25	18-Jun-25			
	212	162			174		Stairwell signage revision	Coordination	Approved	12-Jun-25	30-Jun-25	08-Jul-25	\$2,005.58	\$2,005.58	
		163					Add countertop infill at rethern ovens in servery millwork	Coordination	Approved	13-Jun-25					
		164					Relocate main floor pot lights conflicting with memory box millwork	Coordination	not approved	17-Jun-25					
		165					Additional heaters in temporary space transition areas	coordination	under review	08-Jul-25					
		166			175		Additional sign holders for IPAC	client request	under review	16-Jul-25	16-Jul-25		\$12,510.42		
		167		182			Delete - Remove illuminated exit sign glass at doors 1063, 1076, 1064	coordination	approved						
			3				Revise stairwell light fixture type KS in phase	ministry	approved	24-Jul-25	24-Jul-25	29-Jul-25	TBD		
				184			Replace pumps P#20 & 21	coordination	approved	13-Aug-25					
	220				176		Add closers to link doors	coordination	approved	12-Aug-25	12-Aug-25	18-Aug-25	\$2,118.60	\$2,118.60	
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Board of Management Meeting

August 28, 2025

CLINICAL SERVICES – Mel Cross, RN, Acting Director of Care

This July reporting period has been marked by an ongoing commitment to resident safety, process improvement and staff stabilization. Clinical operations remain steady. Our collective efforts remain centered on delivering holistic, resident-focused care that supports quality of life and clinical excellence.

Critical Incidents

Since our last report, we have had 8 critical incidents during the month of July.

- ❖ **Outbreak:** 1 incident
- ❖ **Alleged Resident-Resident Abuse:** 2 incidents
- ❖ **Alleged Staff-to-Resident Abuse:** 1 incident
- ❖ **Fall with Injury:** 1 incident
- ❖ **Written Complaint Regarding Resident:** 1 incident
- ❖ **Alleged Visitor-to-Resident Abuse:** 1 incident
- ❖ **Environmental Hazard:** 1 incident

Details & Follow-up:

- ❖ **Outbreak:**
 - Respiratory outbreak on the 3rd floor. Total number of affected residents was 9 (70 resident unit). Initiated July 16th, ended Aug 8th.
- ❖ **Alleged Resident-Resident Abuse:**
 - In each of these instances there was no physical harm to the residents involved. Each resident was assessed; care plans were updated to help mitigate future risk.
- ❖ **Alleged Staff-to-Resident Abuse:**
 - It was perceived a new probationary staff member used excessive force with a resident. This staff member was permanently removed from the workplace after investigation.
- ❖ **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 the team.
- ❖ **Alleged Visitor-to-Resident Abuse:**
 - It was alleged a family member's conduct towards a resident was perceived to be abusive and was therefore reported. Care plan was updated. Supervised visits were initiated.

❖ **Environmental Hazard:**

- Loss of potable water during construction in our new building. This was planned and prepared for, as such there was no harm to residents. Total duration 7.5 hrs.

Other Clinical Updates

❖ **Staffing & Leadership Updates**

We are pleased to welcome our new IPAC Manager, who brings a wealth of knowledge and a fresh perspective to our infection prevention and control practices. In the coming weeks, we will be interviewing for an IPAC Assistant/Clinical Educator. Filling these key positions will further strengthen our clinical department by enhancing our IPAC processes, ensuring continued compliance with ministry requirement, and providing front-line support to improve knowledge, skills and abilities across the team.

We are continuing to work closely with the CUPE union to finalize our line selection process in preparation to move into our new building.

The RN's and the Clinical Leadership team have completed our leadership training with Jayne Harvey. Our Clinical Leadership team has continued to work closely with our RN Supervisors as we work to bolster leadership skills within the Home.

❖ **Clinical Practice**

We continue to work closely with our Medical Director and have been able to update some processes and streamline care provision for our residents. Our registered staff will have the opportunity to engage in an educational session with our Medical Director later next month with the aim being End-of-Life Care.

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 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.
- ❖ We have partnered in kind with a research group out of the Toronto Metropolitan University. This research project's aim is to Build Psychological Safety in Long Term Care: Strengthening Equity & Trauma-Informed Organizational Capacity to Support Workforce Mental Health & Well-being.

STAFFING/STUDENTS – Tiffany Chapman, HR Coordinator

Students

- ❖ CTS & Canadore PSW Students placement/preceptorship complete – hired 3
- ❖ Living Classroom on last week of placement

July 2025

- ❖ Hired: 6 total (2 PSWs, 1 CSS PSW, 1 Housekeeper, 1 FSW, 1 IPAC Manager)
- ❖ Terminated/Resigned/Retired: 15 Total (6 PSWs, 1 CSS PSW, 4 FSWs, 2 RPN, 1 Admin, 1 Nurse Practitioner)

Vacancies as of August 21, 2025

- ❖ PSW Vacancies: 5 temporary part-time & 4 permanent part-time
- ❖ RPN Vacancies: 1 permanent part-time, 3 temporary full-time, and 1 perm FT
- ❖ RN Vacancies: N/A
- ❖ Dietary Vacancies: 3 permanent part-time & 8 temporary part-time
- ❖ Housekeeping Vacancies: 2 permanent part-time & 5 temporary part-time
- ❖ Activities Vacancies: 2 permanent part-time & 1 permanent part-time DP PSW
- ❖ CSS Vacancies: 3 permanent part-time PSWs & 1 temp part-time PSW

New Build

- ❖ Lines created and amended as per conversation with Union
- ❖ Lines to be posted 2nd week of September for selection process

HOUSEKEEPING & NUTRITION & FOOD SERVICES – Trina Milne, Manager

- ❖ Housekeeping department- staff to fill out complete clean sheets. This is a quality improvement tool to help keep track of the rooms that are complete cleaned and also assists as an audit tool to help educate staff of items that need to be cleaned.
- ❖ Currently reviewing Meal Suite menu to make any necessary changes. The systems menu is different than what we are currently used to. Each diet, texture and recipes need to be reviewed before implementing.
- ❖ New laundry chemicals that were installed July 8, 2025 have made an improvement of cleanliness of the clothing and linens. Currently monitoring how much of the chemical we are going through so we stay within the budget.

SPIRITUAL CARE/VOLUNTEER/ACTIVITY LEAD – Tracy Davis, Spiritual and Wellness Coordinator

- ❖ Over the past month, I have continued to support residents, families, and staff through spiritual care—offering one-on-one visits, facilitating group reflection or prayer as appropriate, and being present during times of transition or grief.
- ❖ As the Volunteer Coordinator, I have maintained regular communication with our volunteers, coordinated their schedules, and supported recruitment efforts to fill key roles. During recent outbreak periods, volunteers have not been on-site in accordance with infection control protocols, but I've remained in contact to keep them engaged and informed for a smooth return once restrictions are lifted.

- ❖ In the absence of the Activity Lead, I have stepped in to ensure continuity of daily programming and events, helping maintain meaningful engagement and quality of life for residents.
- ❖ I continue to attend care conferences to contribute to residents' holistic care planning and assist with RAI assessments, offering input from both a spiritual care and activity engagement perspective.
- ❖ Additionally, I provide palliation education to all new hires as part of general staff orientation. This includes an overview of our palliative care approach, practical end-of-life support strategies, and the role of emotional and spiritual care for residents and families.
- ❖ This past month, we also held a special memorial service to honour and remember the **44 residents who have died here since January 2025**. It was a meaningful and heartfelt gathering. The **Family Council** attended and played a vital role in supporting the event, offering their presence and assistance to help ensure it was a thoughtful and respectful tribute to those we've lost.

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

Fall Prevention Update

- ❖ Training and Staff Education
 - Fall prevention training sessions continue to be held.
 - Summer holidays and staff coverage challenges required flexibility, but ongoing education and coaching have continued.
- ❖ Fall Statistics July
 - Total falls in July: 80, an increase from the previous month. Procedure enhancements continue to be applied with the goal of reducing falls.
 - Two residents accounted for eight or more falls each; individualized strategies are in place to address their specific needs.
- ❖ Fall Prevention Initiatives
 - Fall Wall implemented: visual display of fall statistics for staff awareness and engagement.
 - Planning to implement 4P rounding strategy: staff will proactively assess Pain, Position, Placement, and Personal needs during interactions with residents.
 - Considering a Fall Prevention Day in the fall to promote awareness, and staff engagement.
 - I remain availability on site for support during falls to ensure best practices are followed, care plans are adhered to, and all potential strategies for prevention are reviewed.
- ❖ Emergency Room visits
 - Hospital transfers: Only 3 in July, a significant improvement compared with 5 last month and 9 in July last year, demonstrating enhanced resident care and monitoring.

- ❖ Quality Committee
 - Call for committee members has been launched with the goal of realigning the committee to better support resident outcomes.
- ❖ Redevelopment Impact
 - Optimism remains high that ongoing redevelopment will further support fall prevention efforts by improving unit design and resident safety.

Thank you for your ongoing support of our care programs and quality initiatives.

RESIDENT FAMILY NAVIGATOR – Alysia Loyer

- ❖ **Admissions:** Nine (9) new permanent admissions & two (2) short stay respite.
- ❖ Over a dozen tours provided
- ❖ Education about Cassellholme
- ❖ Accepting many new seniors onto our waitlist

Looking forward to what the fall will bring!

INFECTION CONTROL – Hannah Bryant, IPAC Manager

New Information:

Ellen Whittaker retired in July and Hannah Bryant replaced her as IPAC. IPAC assistant and clinical educator job positing went up.

Audits:

Hand hygiene observations for the 4 Moments for HH are ongoing as usual.

Outbreaks:

One respiratory outbreak. July 16th to August 8th. 25-day duration. Human Metapneumovirus detected.

Immunization

The collection of staff Measles immunization is ongoing and continues to go well.

IPAC Construction Audits

Audits that have been completed recently were in the ceilings above the shower and tub rooms. It had to be inspected twice due to the first time not meeting IPAC standard. Audits strived to be completed on the same day that Percon advises that the area has been cleaned, to prevent delays.

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 whom we just learned is leaving CSS, so we are in the process of interviewing candidates and have received a limited number of resumes so are hoping for a good candidate.
- ❖ We lost 2 other PSW's recently due to resignations (1 retired early and 1 moved south) and have had 2 on sick leave along with summer vacations, so staffing has been an unreal challenge with many working double shifts and lots of OT to replace these staff.
- ❖ Things have settled over the past week or so. We have had an ongoing challenge of PSW interest in the community and finding suitable candidates, even with students.
- ❖ We have had challenges with a number of Assisted Living clients being hospitalized all at the same time over the summer months, 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 are looking at ways to use OH funding in different ways to perhaps increase our capacity to serve more Respite clients but unsure if this will be feasible with OH.
- ❖ We continue to receive many referrals for all programs. Our Home Help Homemaking program has the longest waitlist of well over 700 clients waiting for services.
- ❖ The Cassellhome Van has been seeing some increased repair bills but is running efficiently and is a very busy service.
- ❖ MOW in Mattawa is running well, as is our Lawn Maintenance program with a private contractor.
- ❖ Will soon be securing a contractor for the upcoming snow removal season.
- ❖ No major health and safety issues at this time.
- ❖ All in all, CSS is operating smoothly and with no significant concerns at this time.