

CASSELLHOLME

BOARD OF MANAGEMENT MEETING

CASSELLHOLME

Compassionate care for life's journey.

THURSDAY, SEPTEMBER 25, 2025

MINUTES

Date: Thursday, September 25, 2025

Location: Cassellholme Garden Room

Board Members: Michelle Lahaye, Vice Chair
Chris Mayne
Mark King
Robert Corriveau
James (Jim) Bruce
Peter Chirico (Zoom)

Staff: Angie Punnett, Administrator
Camille Bigras, QI Director
Anita Brisson, Project Manager
Tiffany Chapman – Secretary

Regrets: Dave Mendicino
Billy Brooks, Chief Financial Officer

Guests: Monique Peters, Family Council
Johanne Brousseau (Zoom)
Nathan Jensen
Wendy Smith
Lorraine Oulette (Zoom)
Will Konken Bay Today (Zoom)

	ITEM	ACTION
A.	CALL TO ORDER	
	MEETING RECORDED “Moved by Robert Corriveau and seconded by Jim Bruce that the meeting be called to order at 5:00 p.m.” Res. #106-25 <u>Carried</u>	
	1. Approval of Agenda	
	“Moved by Chris Mayne and seconded by Mark King that the Board approved the Agenda for this meeting, as amended.” Res. #107-25 <u>Carried</u>	
	2. Conflict of Interest	
	“Moved by Mark King and seconded by Robert Corriveau that no Board Members present have declared a conflict of interest. Res. #108-25 <u>Carried</u>	

3. Approval of Minutes

3.1 Approval of the Minutes of the Regular Board Meeting held on August 28, 2025

"Moved by Jim Bruce and seconded by Robert Corriveau that the minutes of the Regular Board Meeting, held on August 28, 2025, be adopted as amended."

Res. #109-25

Carried

4. New Business

4.1 Presentation from Wendy (OHT)

Upcoming changes

Primary care by 2029 (1800 patients)

OHT request 3 year transfer March 31, 2027 – request to continue to support

New executive director search

Wendy's leaving OHT October 31, 2025

Wendy Smith Left Meeting

5. Redevelopment

5.1 Construction Update (Anita Brisson)

Report in package

Slide show presented at meeting regarding potential dated for move in

Grab bar issue sorted out

Moving Date from November 2 to November 16

Eye wash stations to be reinstalled

List of deficiencies getting smaller

Storm lines needs to be inserted Phase 1 A

New move date to be sent out to family/staff once Ministry visits in-person/virtual

5.2 24 Bed BSU Proposal

12 beds approved asked about 24 proposal

No capitol cost (Operational)

Specialized Unit – good for community – a lot of benefits

Basic rare – preferred accommodation

5.3 Follow up to February 5, 2025 Municipality Meeting – Redevelopment Funding

To form a committee

Billy to look at construction funding

Peter had discussion it MPP – discussion sent out to municipality

6. Operations

6.1 Operations Update

Add Quality as constant agenda item – satisfaction survey

IPAC Lead/Assistant added – a lot of changes – understanding roles

Camille presented quality indicators

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

“Moved by Mark King and seconded by Robert Corriveau that the Board proceed to an In-Camera session at 6:01p.m.”

Res. #110-25

Carried

7.1 Confidential Matter – Legal Matter

Anita Brisson and Nathan Left the Meeting

7.2 Approval of the In-Camera Minutes – dated August 28, 2025

In-Camera Motion - Res. #111-25

7.3 Legal Matter

“Moved by Chris Mayne and seconded by Mark King that the Board approve the In-Camera session to be adjourned at 6:20 p.m.”

Res. #112-25

Carried

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

Redevelopment Funding

D. DATE OF NEXT MEETING

Thursday, October 23, 2025 – Cassellholme Garden Room – 5:00 p.m.

E. ADJOURNMENT

“Moved by Jim Bruce and seconded by Robert Corriveau that the meeting be adjourned at 6:21 p.m.”

Res. #113-25

Carried

Secretary

Chairman

September 19, 2025

Subject: Cassellholme Redevelopment Update – September 19, 2025

Construction Activity - Percon

Highlights:

Phase 00 - Work complete.

Phase 1-A – Work complete

Phase 1-B - Work generally complete. Refer to Schedule Status below.

Phase 2 - Site work and Preparations in progress.

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

Schedule risks outlined in March 2025 and other previous reports have materialized. The owner's move-in date has been coordinated with Cassellholme and revised to October 29 to November 2, 2025.

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

- Documentation submission to the Ministry of Long-Term Care (MOLTC): TBD Pending Change Directive 3 - grab bar resolution and final architectural review.
- Eye wash stations and Hand Hygiene Sinks revisions – ministry to review timelines and minimal risk to hold up occupancy
- Cassellholme Move-in: Start – October 29, 2025, Finish November 2, 2025.

Current occupancy risks:

- Fold down grab bars – anticipated to be completed end of September
- Final architectural review by MJA, and documentation to the ministry
- PHASE 1-B
- BAS programming and commissioning – last week of September
- Fire exit doors – locks/latches/seals

Prior to Phase 2

- RFE No. 205R1 - PC 155 Revision to storm line serving existing building at Apple Wing – work that is required to P2 commencement

PHASE 2

- Site services preparation and installation
- Demolition planning

Significant work over the last weeks. MJA and Percon continue to complete and review deficiencies. Final reviews to be conducted first week of October. Ministry documents to be submitted based on final reviews. Secure virtual on-site meeting date then in-person inspection immediately after. Ministry to then provide any deficiencies. 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, Anita Brisson

Action	Sub Actions	Due Date
Total Completion Checklist - Ministry Submissions	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 - complete • A verification letter by the project's mechanical engineer confirming the cooling system provided for the LTC home is in compliance- complete	
Art Fundraising	Ministry target inspection once point one is completed by MJA - TBD	TBD
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	ongoing
P1 Move		July
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	
Grab Bars	receiving Sept 24; to be completed end of month	2025-11-02
Resident Communication	Monthly communications provided	end of Sept
Furniture delivery	next communication for room placement to began and rooms will be identified by August	ongoing
IT	Furniture on site and final placement ongoing	2025-08-29
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 October as staffing is determined priority	
Phone & TV System	Finalized and TV packages confirmed; Purchased of TVs in June and mounting completed	ongoing
Digital Menus/Boards	S/W - Mealsuite being implemented by CH management and TVs, and mounts purchased; to be placed in October	
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	September
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 mid October with online videos and on floor training	October

Change Order Log -Sept 18 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	Existing Water Room pull station	Coordination	Approved	05-Apr-23	17-May-23	23-May-23	\$1,142.90	\$1,142.90	
67	67	56			55	Revision to brace frame VB205	Coordination	Approved	17-Apr-23	12-May-23	18-May-23	\$1,164.02	\$1,164.02	
82	82R2	57R			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 louvers	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-24	\$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 disinfectant in soiled utility rooms	Coordination	Approved	29-Nov-23	11-Jan-24	15-Jan-24	\$1,651.10	\$1,651.10	
135	135R1	100			105	Revise drainage for balcony/roof areas	Coordination	Approved	29-Nov-23	15-Feb-24	27-Feb-24	\$19,183.78	\$19,183.78	
110	110R1			80	95	Costs associated with piping clarification in SI#80	Coordination	Approved	15-Aug-23	30-Nov-23	14-Dec-23	\$22,236.50	\$22,236.50	
		101				Delete telephone cables between communications cabinets	Owner Requested	Cancelled	19-Dec-23					
					53	Phase 2 Piling	Site Condition	Approved	08-Jan-24	08-Jan-24	10-Jan-24	\$0.00	\$0.00	
129	129R1	102			104	Revision to Clean Utility Millwork M13	Owner Requested	Approved	22-Dec-23	24-Jan-24	30-Jan-24	(\$29,960.00)	(\$29,960.00)	
134	134R2	103			112	Delete resident room lower entertainment boxes	Owner Requested	Approved	02-Jan-24	15-Mar-24	03-Apr-24	(\$112,848.00)	(\$112,848.00)	
133	133	104			106	Revisions to Phase 2 Structural Steel	Coordination	Approved	04-Jan-24	02-Feb-24	27-Feb-24	\$13,369.24	\$13,369.24	
136	136	105			118	Wanderguard elevator control tie-in	Coordination	Pending	08-Jan-24	17-Apr-24	29-Apr-24	\$32,157.40	\$32,157.40	
					98	Asphalt deficiency warranty extension	Deficiency Reconciliation	Approved	06-Dec-23	14-Dec-23	11-Jan-24	(\$7,500.00)	(\$7,500.00)	
127	127				99	CSA IPAC training course	Contractor Requested	Approved	10-Nov-23	02-Jan-24	11-Jan-24	(\$550.00)	(\$550.00)	
139	139R	106			109	Revision to Block D tub rooms	Coordination	Approved	24-Jan-24	26-Feb-24	07-Mar-24	\$7,681.30	\$7,681.30	
148	148R1	107			122	Support posts for med sled system in stairwells	Owner Requested	Approved	31-Jan-24	01-May-24	07-May-24	\$53,607.07	\$53,607.07	
141	141	108			108	Revise outlet locations in Type C Bedrooms	Owner Requested	Approved	08-Feb-24	23-Feb-24	07-Mar-24	\$1,907.40	\$1,907.40	
140	140				107	Delete siding band detail at Penthouse	Cost Saving	Approved	21-Feb-24	21-Feb-24	27-Feb-24	(\$10,600.00)	(\$10,600.00)	
137	137				110	Slab edge firestop detail revision	Coordination	Approved	09-Feb-24	04-Mar-24	07-Mar-24	\$39,165.00	\$39,165.00	
145	145				113	Extent of slat edge at curtain wall block C - Phase 1	Coordination	Approved	22-Mar-24	22-Mar-24	04-Apr-24	\$3,637.92	\$3,637.92	
		109R				Clarification to temporary soffit and heating details	Cancelled	Pending	07-Mar-24					
146	146	110			116	Add door 5136 and associated hardware	Coordination	Approved	04-Mar-24	05-Apr-24	26-Apr-24	\$11,698.50	\$11,698.50	

147	147R1	111R			135	Revisions to communication cabinets racks and distribution	Coordination	Approved	14-Mar-24	02-Jul-24	29-Jul-24	\$22,195.00	\$22,195.80
150	150	112			123	Radiant heater piping enclosures	Coordination	Approved	14-Mar-24	22-Apr-24	22-May-24	\$9,624.86	\$9,624.86
151	151	113			119	Revisions to Resident Washrooms to Accommodate Plumbing Drain	Coordination	Approved	22-Apr-24	22-Apr-24	29-Apr-24	\$5,564.06	\$5,564.06
152	152R1	114			126	Revisions to water room door hardware	Coordination	Approved	20-Mar-24	07-May-24	23-May-24	\$8,929.80	\$8,929.80
156	156	116R			121	Revision to handrails and base bumpers	Coordination	Approved	02-May-24	01-May-24	07-May-24	\$14,213.38	\$14,213.38
153	153				129	Revision to cabinet locks	Owner Requested	Approved	24-Apr-24	24-Apr-24	24-May-24	\$1,540.57	\$1,540.57
154	154			193	Delete Sprinkler Control Valve	Cost Saving	Approved	01-May-24	24-Apr-24	07-May-24	(\$500.00)	(\$500.00)	
158	158	117			124	Add temporary heat trace system to pipes at underside of 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			Compositly Slab Crack remediation	Coordination	Approved	14-Sep-24				
			142			Ductwork revisions at Chapel 1027	Coordination	Approved	12-Sep-24				
			141			Revised - Location of Electrical Panel in Janitor Rooms	Coordination	Approved	01-Oct-24				
			143			Revision to bulkheads at corridor 1032	Coordination	Approved	17-Sep-24				
		133			146	Revision to balcony ceiling panels at tapered beams	Owner Requested	Approved	21-Oct-24	22-Oct-24	29-Oct-24	\$0.00	\$0.00
			144R(2)			Revised (2) - Temporary link connection details	coordination	Approved	16-Oct-24				
			145			Clarification to boiler breaker feeds and temp link heaters	coordination	Approved	08-Oct-24				
			146			Revise rating at column 12.1-F	coordination	Approved	10-Oct-24				
	177		141R		145	Reframing and hardware revision relative to SI#141R	coordination	Approved	08-Oct-24	15-Oct-24	21-Oct-24	\$1,364.66	\$1,364.66
			147			Clarification to typical windows drainage	coordination	Approved	22-Oct-24				
181	181	134			147	Add Handrails to link	Architect ommission	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				
180R		144R2			148	Temporary Link Connection details	coordination	Approved	15-Nov-24	02-Dec-24	10-Dec-24	\$10,226.30	\$10,226.30
			152			Revisions breakers and raceway at IT Room 6003	coordination	Approved	20-Nov-24				
				149		Gas detection controller in generator room 6011	coordination	Approved	02-Dec-24	02-Dec-24	10-Dec-24	\$3,942.40	\$3,942.40
			153			Austco Nurse Call alert info	coordination	Approved	09-Dec-24				
			154			Revised FHC location main floor phase 1	coordination	Approved	11-Dec-24				
	135				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	\$10,963.13	\$10,963.13
			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

Board of Management Meeting

September 25, 2025

CLINICAL SERVICES – Mel Cross, RN, Director of Care

This August reporting period reflects our continued emphasis on resident safety, education, advancing process improvements and strengthening staff stability. With clinical operations steady, our collective focus remains on delivering resident-centered care that promotes both quality of life and clinical excellence.

Critical Incidents

Since our last report, we have had 5 critical incidents during the month of August.

- ❖ **Alleged Resident-Resident Abuse:** 4 incidents
- ❖ **Alleged Staff-to-Resident Abuse:** 1 incident

Details & Follow-up:

- ❖ **Alleged Resident-Resident Abuse:**
In 2 of these instances there were minor abrasions and/or bruising to the residents involved. Each resident was assessed; care plans were updated, and interventions were initiated to help mitigate future risk. The other 3 did not involve any physical harm to the residents.
- ❖ **Alleged Staff-to-Resident Abuse:**
A PSW made the decision to silence the call bell system on a specific unit for a duration of 7 minutes while documentation was completed. There was no harm to the residents as others noticed and worked to correct the concern immediately. This staff member was removed from the workplace pending investigation. They were subsequently placed on a 5-day suspension without pay and must complete a 3-month performance improvement plan.

Other Clinical Updates

- ❖ **Staffing & Leadership Updates**
Our new IPAC Manager, Hannah, is settling in well and has already begun to make significant improvements pertaining to processes and education pertaining to IPAC practices in our Home. She has also made great strides to improve our relationship with our local Public Health. We have also had the opportunity to interview and offer a position to a highly qualified IPAC Assistant/Clinical Educator. Filling these key positions will further strengthen our clinical department by enhancing our IPAC processes, ensuring continued compliance with ministry requirements, and will provide front-line support to improve knowledge, skills and abilities across the team.

We continue to work closely with the CUPE union as we finalize our new schedules and line selection process in preparation to move into our new building.

❖ **Clinical Practice**

We continue to work closely with our Medical Director refining processes and improving provision of care for our residents. Dr. Gauthier will be providing in-person End of Life education to our registered staff in the month of September.

Looking Ahead

- ❖ We will continue to support and mentor our registered staff, with a focus on strengthening decision making, communication, and accountability skills.
- ❖ Education delivery remains a priority; we are exploring more efficient methods of reaching staff while ensuring training content remains meaningful, relevant and aligned with resident care needs.
- ❖ Recruitment efforts are ongoing, with notable progress in reducing vacancies over the past two months. We will maintain this momentum while prioritizing retention strategies to stabilize our workforce.
- ❖ A continued emphasis will be placed on building resilience and capacity within our care teams, ensuring staffing structures align with the evolving acuity and needs of our residents.
- ❖ We have partnered with a research group from Toronto Metropolitan University on a project titled *Building Psychological Safety in Long Term Care: Strengthening Equity & Trauma-Informed Organizational Capacity to Support Workforce Mental Health & Well-being*. We continue to have regular check points with the team as we collaborate on how to best roll out this project with the front-line staff.

STAFFING/STUDENTS – Tiffany Chapman, HR Coordinator

Students

- ❖ Canadore PN students start September 11, CTS PSW start September 22
- ❖ Continue to hire valuable students from previous PSW groups

August 2025

- ❖ **HIRED:** 10 Total (3 PSWs, 2 Day Program PSW, 1 Scheduling Coordinator, 1 CSS PSW, 2 FSWs, 1 Housekeeper)
- ❖ **TERMINATED/RESIGNED/RETIRED:** 5 Total (1 IPAC Manager, 1 RPN, 1 Housekeeper, 1 CSS PSW, 1 FSW)

Vacancies as of September 19, 2025

- ❖ **PSW Vacancies:** 1 permanent part-time, 5 temporary part-time
- ❖ **RPN Vacancies:** 2 permanent full-time, 3 temporary full-time, 2 permanent part-time, 1 temporary part-time
- ❖ **Dietary Vacancies:** 3 permanent part-time, 8 temporary part-time
- ❖ **Housekeeping Vacancies:** 2 permanent part-time, 6 temporary part-time
- ❖ **CSS PSW/HMK:** 3 permanent part-time PSW, 1 temporary part-time PSW

SUPPORT SERVICES/QUALITY ASSURANCE – Camille Bigras, RPN, Director of Support Services and Quality Assurance

- Preparing to send out Resident Satisfaction Surveys, will review with team, then present to family counsel for possible distribution week of October 20th.
- QIP Update:

ER Visits

	2023	2024	2025
January	21	7	8
February	15	9	8
March	28	5	3
April	4	8	0
May	13	8	2
June	11	7	5
July	13	9	3
August	12	4	5
September	16	5	3
October	15	5	
November	9	5	
December	7	5	
Total	164	77	37 (so far)

We are attributing this to more robust clinical services being offered in the home, our NP and physician group are also having frank discussions with families regarding their goals for care.

Falls

	2023	2024	2025
January	94	74	64
February	66	51	74
March	83	57	64
April	72	67	72
May	83	94	61
June	85	62	62
July	107	70	80
August	110	82	92
September	96	67	
October	70	83	
November	63	79	
December	74	85	
Total	1003	871	569 (at this point)

Average of 102 falls in last four months so we could see about 671

We are trending in a positive direction, but we feel that the number of falls remains too high, to address that we are:

- Auditing causes to determine trends
- Education with staff regarding “purposeful rounding”
- Reviewed our policy to better meet best practices
- Enhanced assignment of staff

Building Psychological Safety Research Collaboration

- We have entered into an agreement with a research team from the Toronto Metropolitan University aimed at creating an environment of psychological Safety for Staff in Long Term Care. We are one of six Homes.
- “Problem Statement: There is a need and opportunity to increase capacity and support in the LTC sector through implementing and evaluating initiatives that increase trauma-informed organizational and leadership practices to support the mental health and resiliency of the LTC workforce”

HOUSEKEEPING & NUTRITION & FOOD SERVICES – Trina Milne, Manager

- ❖ Job routines for the Support Services department (Housekeeping, Laundry and Dietary) are completed for the new building and new lines.
- ❖ MOW cost per meal will have it's second phase increase as of October 1, 2025.
- ❖ New Fall and Winter Menu to start November 3, 2025.

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

- ❖ **Volunteer Recruitment:** I have been attending local service groups to promote volunteer opportunities and encourage new community members to get involved with our residents.
- ❖ **Student Placements:** This semester we welcomed three high school co-op students—two from Chippewa and one from Scollard. I have provided their orientation and placement, and they are now actively engaged in supporting residents and programs.
- ❖ **Adopt-A-Grandparent Program:** I am collaborating with Canadore College to launch an Adopt-A-Grandparent program for Recreation Therapy students. This initiative is designed to foster meaningful, one-on-one relationships between students and residents, focusing more on companionship than on formal activity planning.
- ❖ **Faith & Worship Opportunities:** Efforts continue to recruit additional faith visitors and expand the range of worship opportunities available for residents.
- ❖ **Grief & Wellness Programming:** We have entered into a new partnership with Northern Flow Yoga to pilot a six-week grief and yoga program for select residents. This program integrates gentle movement with emotional and spiritual support.
- ❖ **Staff Wellness Fair:** Planning is underway for a spring wellness fair for our staff. I am looking forward to collaborating with Julie on this initiative, which will highlight wellness resources and supports for our team.

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

The following is an update on key quality initiatives for August/September:

❖ Falls Prevention

- Unit-based and interdepartmental training sessions continue across the home, with a focus on purposeful rounding, an evidence-based practice that helps anticipate resident needs and reduce fall risk.
- As Quality Lead, I have joined the Northeast Long Term Care Falls Prevention Community of Practice, creating opportunities to share ideas, collaborate with peers, and implement innovative strategies to address falls within our home.
- August statistics: We recorded 92 falls, representing an increase from the previous month. Each incident is reviewed on a case by case basis to identify contributing factors and strengthen prevention measures.

❖ Quality Improvement

- On October 2nd, we will host a Clinical Quality Improvement Meeting, bringing together staff from across the organization to review key clinical programs: pain, continence, skin, falls, responsive behaviors, and restraints.
- This initiative is designed to promote shared accountability, identify areas for improvement, and strengthen consistency in care practices.
- The response from staff wishing to participate has been overwhelmingly positive, demonstrating strong engagement and momentum around quality initiatives.

❖ Emergency Room Visits

- Emergency room transfers for August were five, which is encouragingly low.
- This reflects ongoing efforts by staff to manage resident care safely and effectively within the home, avoiding unnecessary transfers while ensuring timely intervention when required.

❖ Redevelopment

- Optimism remains high regarding the ongoing redevelopment project, which is expected to further enhance resident safety, reduce fall risks, and support improved management of responsive behaviors.
- The redesigned spaces will also promote better workflow for staff and a more supportive environment for residents.

I would like to thank the Board for its continued support of these quality care initiatives. Staff engagement remains strong, and we are confident that our combined efforts will continue to move Cassellholme forward in advancing resident safety and clinical excellence.

RESIDENT FAMILY NAVIGATOR – Alysia Loyer

- ❖ Six (6) permanent admissions and three (3) short stay respite admissions.
- ❖ Continuing to sit with families to alleviate concerns and anxieties around the upcoming move. Reassuring them that we are working towards a goal, although unknown at this time.
- ❖ Day to day work of scheduling and facilitating situational, palliative and annual/admission care conferences.
- ❖ Our waitlist continues to grow as I read and accept people onto the waitlist on a weekly basis.
- ❖ The requests for tours have increased over the summer and continue to increase with several calls each week.

INFECTION CONTROL – Hannah Bryant, IPAC Manager

New Information:

New IPAC assistant and clinical educator was hired and is starting in September.

Audits:

New resident hand hygiene auditing tool was created and will be implemented in September for unit managers to audit if staff are providing/assisting residents with hand hygiene before and after meals.

Outbreaks:

No outbreaks in August.

Immunization:

No changes for August.

IPAC Construction Audits:

No recent audits. IPAC noted that eye wash stations and hand hygiene sinks were combined which does not meet Ministry IPAC standards – Percon/CH working on fixing this issue. 15 sinks need to be replaced with normal faucets and additional eye wash stations will be added to housekeeping rooms and clean utility rooms.

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 several 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 are 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 currently.
- ❖ All in all, CSS is operating smoothly and with no significant concerns currently.