

THURSDAY, OCTOBER 23, 2025

MINUTES

Date: Thursday, October 23, 2025**Location:** Cassellholme Garden Room

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

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

Regrets: Robert Corriveau**Guests:** Monique Peters, Family Council

Will Konken (Bay Today)

	ITEM	ACTION
A. CALL TO ORDER		
	MEETING RECORDED	
	“Moved by Michelle Lahaye and seconded by Jim Bruce that the meeting be called to order at 5:01 p.m.”	
	Res. #114-25	<u>Carried</u>
	1. Approval of Agenda	
	“Moved by Jim Bruce and seconded by Peter Chirico that the Board approved the Agenda for this meeting, as amended.”	
	Res. #115-25	<u>Carried</u>
	2. Conflict of Interest	
	“Moved by Chris Mayne and seconded by Mark King that no Board Members present have declared a conflict of interest.”	
	Res. #116-25	<u>Carried</u>
	3. Approval of Minutes	
	3.1 Approval of the Minutes of the Regular Board Meeting held on September 25, 2025	
	“Moved by Peter Chirico and seconded by Chris Mayne that the minutes of the Regular Board Meeting, held on September 25, 2025, be adopted as presented.”	
	Res. #117-25	<u>Carried</u>

4. New Business

4.1 Charitable Foundation Request

Request to purchase 80 new stackable chairs for the auditorium
Approx. \$15-16,000

“Moved by Peter Chirico and seconded by Jim Bruce that the board approve the Charitable Foundation Request”

Res. #118-25

Carried

5. Redevelopment

5.1 Construction Update (Anita Brisson)

Grab bar issue sorted out
All required documents submitted to Ministry
Virtual tour done on October 17, 2025
In-Person tour Nov 4-6, 2025
Line selection completed
Movers scheduled for Nov13 – unofficially
November 5 – 2 Family sessions scheduled (day & evening)

6. Operations

6.1 Operations Update

Pharmacy Selection complete – Care Rx Full-time Tech
Onsite 2-year contract
2nd Nurse Practitioner declined offer
RPN shortage/agency staff required
Christmas Party planned for November 21 – first big party since 2019 – 102 tickets sold

6.2 Financial – 2025 Q3 Reporting

Presentation to be done at next month's Board Meeting

6.3 Financial – 2026 Operating Budget

Presentation to be done at next month's Board Meeting

7. Finance and Governance Policy Review

7.1 FN 5.05 – Investing Excess Funds

Purchasing policies – need to be revamped
Per month basis – high level governance for best practice
Substantial donation made
What is considered excess and what to do – setting up for future – long term benefits
Look into other banks, interest rates, etc. instead of TD Bank – 3 year ladder

“Moved by Peter Chirico and seconded by Michelle Lahaye that the Board approve the draft Policy 5.05 – Investing Excess Funds as presented.”

Res. #119-25

Carried

7.2 Summary of Eligible Investment Options through TD Bank

Get additional quotes/rates – pick best one
Insurance on funds
Confident to lock up and grow for 3 years

8. In-Camera**Guests left the meeting**

“Moved by Mark King and seconded by Chris Mayne that the Board proceed to an In-Camera session at 5:45p.m.”

Res. #120-25**Carried****8.1 Approval of the In-Camera Minutes – dated September 25, 2025****In-Camera Motion – Res. #121-25****8.2 Development Matters****In-Camera Motion – Res. #122-25****Anita Left the Meeting****8.3 Legal Matter – Financial**

“Moved by Peter Chirico and seconded by Michelle Lahaye that the Board approve the In-Camera session to be adjourned at 6:46 p.m.”

Res. #123-25**Carried****B. CORRESPONDENCE****C. REQUEST FOR FUTURE AGENDA ITEMS****D. DATE OF NEXT MEETING**

Thursday, November 27, 2025 – Cassellholme Garden Room – 5:00 p.m.

E. ADJOURNMENT

“Moved by Michelle Lahaye and seconded by Mark King that the meeting be adjourned at 6:51 p.m.”

Res. #124-25**Carried**

Secretary

Chairman

October 20, 2025

Subject: Cassellholme Redevelopment Update – October 20, 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 November 12-November 17, Resident move in November 16

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

- Documentation submission to the Ministry of Long-Term Care (MOLTC): Oct. 10, 2025
- Cassellholme Move-in: Start – November 12, 2025, Finish November 16, 2025.
- Building Occupancy granted October 10, 2025 from the City of North Bay

PHASE 1-B

- Minor deficiency corrections
- Change Directive 4 - Eye wash stations and Hand Hygiene Sinks revisions pending material delivery and workforce availability. Expecting delivery end of October ministry is away of schedule
- Patient lift track placement correction - pending complete and proper direction from Consultants. CH has a workaround – using current practice – no lifts in the existing home

PHASE 2

- Demolition planning
- Staging area preparation

Final reviews completed by Oct 10. Ministry documents submitted Oct 10. Secured virtual on-site meeting on Oct 17; in-person inspection immediately after, targeting week of Oct 27.

Ministry to then provide any deficiencies. CH home clean and stocking of supplies has commenced. Employee training to commence week of October 20.

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	Actual Total Completion submissont to ministry Oct 10th; virtual tour Oct 17 with some items to complete and in-person week of Oct 27th	Oct 27 week
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
P1 Move		
	Biweekly meetings in progress; mockup date Nov 4; Move will commence on Nov 12-17 with Resident move on the 16th	Nov 12-17
HCR - Movers	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	01-Oct
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	2025-10-16
IT		
ID Access Card	Training commencing this month - To breakdown internal processes for profiles, roles, access; program the system and print the cards for implementation	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 on site and ready for placement by Oct 24	
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	24-Oct
Appliances	ordered and placement	September
Storage Areas and supplies	carts on site; inventory to be place prior to resident move	24-Oct
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	Demo training Oct 14 completed; staff named and training to commence Oct 27 week	Oct 27 week

Change Order Log -Sept 18 2025															
Percon															
RFE	RFE	PC	CD	SI	RFI	CO	Work Description	Reason	Status	Date Issued	Quote Sent	Approval Date	Quoted	Approved	Contract Time (days)
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	21-Apr-22	25-Apr-22				
8	8	16				6	Provide new water valve at property line	AHJ	Approved	05-May-22	06-May-22	06-May-22	\$8,607.50	\$8,607.50	
9	9	4				41	North wing door revisions	Coordination	Approved	28-Mar-22	16-Jan-23	19-Jan-23	\$3,756.50	\$3,756.50	
10	10	5				7	Elevator pit lighting revisions	AHJ	Approved	29-Mar-22	09-May-22	16-May-22	(\$1,361.00)	(\$1,361.00)	
11	11	6				8	Transformer modifications	Cost Saving	Approved	07-Apr-22	09-May-22	27-May-22	(\$6,000.00)	(\$6,000.00)	
12	12 R1					9	Millwork edging revisions & Drawer modifications (per email April 25, 2022)	Cost Saving	Approved	N/A	19-May-22	01-Jun-22	(\$11,906.00)	(\$11,906.00)	
13	13						CANCELLED: Drawer modifications (SEE RFE 12R1)		Cancelled	N/A	09-May-22				
14	14	17				12	Temporary Hydrant at North Wing	AHJ	Approved	12-Apr-22	16-May-22	01-Jun-22	\$5,585.25	\$5,585.25	
15	15R2	7R1				36	Phase 1 temporary door revisions and hardware coordination	Coordination	Approved	02-Dec-22	06-Dec-22	10-Jan-22	\$4,539.70	\$4,539.70	
16	16R2	9				15	Removal of existing foundations	Site Condition	Approved	21-Apr-22	20-May-22	27-Jun-22	\$70,326.38	\$70,326.38	
17	17	11				11	Hardware revisions to Door V101	Coordination	Approved	27-Apr-22	19-May-22	01-Jun-22	\$6,046.70	\$6,046.70	
18	18R2	18				14	Revise pipe material storm main tee at Olive St.	Site Condition	Approved	13-May-22	20-May-22	29-Jun-22	\$7,885.44	\$7,885.44	
19	19	12				10	Temporary lighting in courtyard parking	Health & Safety	Approved	27-Apr-22	25-May-22	01-Jun-22	\$15,888.40	\$15,888.40	
20	20R1	8				13	Add card reader control for rear doors on elevators 1024 & 1025	Design Improvement	Approved	25-Apr-22	30-May-22	10-Jun-22	\$1,512.50	\$1,512.50	
21	21R1					16	Temporary Door Hardware supplied by Owner's Security Provider	Schedule Change	Approved	22-Jun-22	08-Jul-22	22-Jul-22	(\$6,650.00)	(\$6,650.00)	
22	22	23					Investigate/repair storm line blockage near property line at Olive St.	Site Condition	Cancelled	23-Jun-22	06-Jul-22				
23	23R2					19R1	17 R Corrections and revisions to parking lot line in temporary and east parking areas	Owner Requested	Approved	16-Aug-22	15-Sep-22	22-Sep-22	\$3,454.00	\$3,454.00	
24	24R4	22R1				27	Provide temporary power feed to east parking lot lighting	Coordination	Approved	19-Aug-22	24-Oct-22	27-Oct-22	(\$8,416.88)	(\$8,416.88)	
25	25R1	25R1				18	Revision to waterline connections to existing building - Revised	Site Condition	Approved	03-Aug-22	05-Aug-22	11-Aug-22	\$42,426.23	\$42,426.23	
26	26	20				19	Revision to electrical panel E-1-C	Coordination	Approved	02-Jun-22	09-Aug-22	11-Aug-22	\$6,702.30	\$6,702.30	
27	27R1	19R1				23	Revise acoustic ceiling tile materials	Cost Saving	Approved	15-Sep-22	28-Sep-22	05-Oct-22	(\$66,054.48)	(\$66,054.48)	
28	28					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					
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					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	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 E5B 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, typical millwork from PC47	Owner Requested	Approved	23-Mar-23	08-Sep-23	09-Sep-23	\$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				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 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		148	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			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		80	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		
105	105	83		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		
		84			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		
					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 menu 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 SH91R2	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			Replace 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 slab 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 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 heater piping enclosures	Coordination	Approved	14-Mar-24	22-Apr-24	22-May-24	\$9,624.86	\$9,624.86
151	151	113			119	Revisions to Resident Washrooms to Accommodate Plumbing Drain	Coordination	Approved	22-Apr-24	22-Apr-24	29-Apr-24	\$5,564.06	\$5,564.06
152	152R1	114			126	Revisions to water room door hardware	Coordination	Approved	20-Mar-24	07-May-24	23-May-24	\$8,929.80	\$8,929.80
156	156	116R			121	Revision to handrails and base bumpers	Coordination	Approved	02-May-24	01-May-24	07-May-24	\$14,213.38	\$14,213.38
153	153				129	Revision to cabinet locks	Owner Requested	Approved	24-Apr-24	24-Apr-24	24-May-24	\$1,540.57	\$1,540.57
154	154			193	Delete Sprinkler Control Valve	Cost Saving	Approved	01-May-24	24-Apr-24	07-May-24	(\$500.00)	(\$500.00)	
158	158	117			124	Add temporary heat trace system to pipes at underside of servery 2078 & 2086	Coordination	Approved	08-Apr-24	08-May-24	15-May-24	\$21,541.30	\$21,541.30
157	157	118			128	Phase 1 - Roof level sun control outrigger support	Coordination	Approved	11-Apr-24	06-May-24	24-May-24	\$29,342.14	\$29,342.14
160	160	119R			132	Kill switch for Ground Floor Servery 1067	Coordination	Approved	13-May-24	30-May-24	06-Jun-24	\$2,971.10	\$2,971.10
159	159				125	Revised 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	\$1,821.60	
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	
		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				Composite 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			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				
180R		144R2	148		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			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 to 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		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	\$10,963.13
			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
		166				Drywall bulkhead control joint locations	coordination	Approved	03-Mar-25				

Board of Management Meeting

October 23, 2025

CLINICAL SERVICES – Mel Cross, RN, Director of Care

This September reporting period reflects our continued emphasis on resident safety, education, strengthening staff stability and improved communication. With clinical operations steady, our collective focus remains on delivering resident-centered care that promotes both quality of life and clinical excellence. We have been working diligently on improving clinical processes as we adjust and devise plans for our transition into our new building.

Critical Incidents

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

- **Outbreak:** 2 incidents
- **Alleged Resident-Resident Abuse:** 3 incidents
- **Alleged Staff-to-Resident Abuse:** 1 incident
- **Fall with Injury:** 1 incident
- **Missing Narcotic:** 1 incident

Details & Follow-up:

❖ **Outbreak:**

Covid outbreak on Maple. Total number of affected residents was 5 & 1 staff.

Initiated Sept 18th to 23rd.

Covid outbreak on 3rd. Total number of affected residents was 7 & 5 staff. Initiated Sept 30th to Oct 8th.

These were very well managed and perhaps our shortest Covid outbreaks yet.

❖ **Alleged Resident-Resident Abuse:**

In each of these instances there was no significant physical harm to the residents involved. There was minor first aid required in two of these instances. Each resident was assessed; care plans were updated to help mitigate future risk.

❖ **Alleged Staff-to-Resident Abuse:**

It was alleged a staff member did not support a resident getting up out of bed upon request in the morning. An investigation ensued, disciplinary actions were taken, no further concerns.

❖ **Fall with Injury:**

Resident received appropriate assessment and care. Subsequently transferred to hospital for additional assessment and treatment.

❖ **Missing Narcotic:**

Missing medication was eventually located; the CI was amended to reflect this outcome.

Other Clinical Updates

❖ Staffing & Leadership Updates

Our new IPAC Manager, Hannah, continues to make changes to our IPAC practices in our Home. We have observed incredible improvements thus far with the first two Covid outbreaks being contained and kept to a minimum duration. We have also had the opportunity to onboard a new IPAC Assistant/Clinical Educator. This has really enhanced our IPAC processes, ensured continued compliance with ministry requirements, and will facilitate provide front-line support to improve knowledge, skills and abilities across the team.

❖ Clinical Practice

We continue to work closely with our Medical Director refining processes and improving provision of care for our residents. Dr. Gauthier provided in-person End of Life education to our registered staff with fantastic attendance and great feedback. This will further enhance provision of care to our residents.

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 few 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 an upcoming onsite collaborative meeting with our partnered 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*.

Pharmacy RFP Update

Cassellholme recently engaged in a comprehensive Pharmacy RFP process, which has now been concluded. The successful proponent is CareRx, our current pharmacy provider.

Cassellholme recently engaged in a comprehensive Pharmacy RFP process, which has now been concluded. The successful proponent is CareRx, our current pharmacy provider. The process was thorough, with three interested parties submitting strong proposals. Following the evaluation phase, two proponents were invited to a second stage, which included in-person interviews between the pharmacy teams and Cassellholme's leadership. This allowed for meaningful dialogue and a deeper understanding of each organization's approach.

After careful consideration, reference checks, and discussion, CareRx was selected as the successful proponent. A notable enhancement in the new agreement is the inclusion of an on-site pharmacy technician, a unique addition within the long-term care sector. This position will strengthen communication, improve medication processes, support medication room audits, and enhance the overall quality and efficiency of pharmacy services at Cassellholme.

Physician Recruitment

In addition, I am pleased to share that, in collaboration with Dr. Gauthier and Mel Cross, we will be welcoming a new physician, Dr. Laakso, to the Cassellholme team. Dr. Laakso will officially begin once we move into Phase 1 of the new building. It is anticipated that Dr. Laakso will assume care for approximately 50 residents and contribute to the 24-hour on-call physician schedule. This addition will further strengthen our medical team and enhance continuity of care for our residents.

STAFFING/STUDENTS – Tiffany Chapman, HR Coordinator

Students

- ❖ New Group: CTS PSW Students, Canadore PN Students, Canadore PSW Students
- ❖ Living Classroom PSW Group deferred to January 2026

September 2025

- ❖ Hired: 15 Total (3 RPNs, 4 PSWs, 2 CSS PSW, 1 D.P. PSW, 1 FSW, 2 Activity Assistants, 1 Clinical Educator/IPAC Assistant, 1 USA)
- ❖ Terminated/Resigned/Retired: 10 Total (4 RPNs, 1 PSW, 1 Housekeeper, 1 FSW, 2 CSS PSW, 1 CSS Homemaker)

Vacancies as of October 17, 2025

- ❖ PSW Vacancies: 5 temporary part-time
- ❖ RPN Vacancies: 3 permanent full-time, 3 temporary full-time, 2 permanent part-time
- ❖ RN Vacancies: N/A
- ❖ Dietary Vacancies: 3 permanent part-time, 5 temporary part-time

- ❖ Housekeeping Vacancies: 4 permanent part-time, 5 temporary part-time
- ❖ Activities Vacancies: 1 permanent part-time
- ❖ CSS Vacancies: 2 permanent part-time PSW, 1 temporary part-time Homemaker

New Build

- ❖ Line Selection process complete – amended RPN to redo

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

HOUSEKEEPING & NUTRITION & FOOD SERVICES – Trina Milne, Manager

- ❖ Meal Suite screens have been set up and ready for training in the kitchen for the cooks production. This will start October 21, 2025.
- ❖ Need to hear from Nutrition team from Meal Suite in regards to some issues related to diet extensions.
- ❖ Housekeeping clean team has commenced cleaning in the new building October 16, 2025 and will continue until it has been completed. Staff have been scheduled for the next 3 weeks to complete.

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

Student Engagement

This month, we welcomed a total of **eight students** to our organization as part of their educational placements:

- **Three high school co-op students** have joined us and are actively contributing to various departments while gaining valuable workplace experience.
- **Five Recreation Therapy students** began their practicums with us, assisting in program delivery and client engagement while developing their professional competencies.

These student placements not only support our daily operations but also serve as an important investment in the future workforce.

Volunteer Recruitment and Community Outreach

In an effort to strengthen our volunteer base, I have been delivering **presentations to local service groups** throughout the month. These outreach efforts have already shown positive results:

- We welcomed **four new volunteers** in October.
- Ongoing engagement with community groups continues to build awareness of our mission and volunteer opportunities.

Spiritual Programming

We are pleased to share that our **partner churches have resumed more regular worship services** now that the summer season has ended. This has been well-received by residents and adds valuable spiritual support to our program offerings.

Staff Christmas Party Planning

Planning is well underway for what we aim to be the **best staff Christmas party to date**.

Highlights include:

- Enthusiastic support from **community sponsors**, with donations already arriving to be used as **prizes and gifts**.
- The staff team is actively involved in organizing the event to ensure it reflects our appreciation for the hard work and dedication shown throughout the year.

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

During the months of September and October, the Clinical Quality Assurance Team continued to advance several quality improvement initiatives within the home.

This period marked the launch of our Clinical Quality Committee meeting, which brought together key interdisciplinary team members to review all major clinical quality programs, including Falls Prevention, Pain Management, Continence Care, Skin and Wound Care, Palliative Care, Restraints, and Responsive Behaviours.

The meeting was highly productive, with the team engaging in breakout working groups to conduct policy reviews and gap analyses across each program area. These discussions generated valuable insights and identified opportunities for improvement, setting the stage for continued collaboration and program refinement in the months ahead.

Overall, significant progress was made in establishing a structured, team-driven approach to clinical quality, aligning with our ongoing commitment to excellence in resident care and regulatory compliance.

Fall and Emergency Room Statistics – September 2025

- Number of Falls: 76, significant reduction from 92. As an intervention to reduce falls, ongoing purposeful rounding training continues with staff.
- Number of ER Transfers: 3

Next Steps

The Clinical Quality Committee will continue to meet quarterly, with the next meeting scheduled for December 2025.

The committee remains committed to fostering collaboration, improving resident outcomes, and ensuring sustained adherence to evidence based best practices.