

THURSDAY, DECEMBER 4, 2025

MINUTES

Date: Thursday, December 4, 2025

Location: Cassellholme 1st Floor (New Build)

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

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

Regrets:

Guests: Monique Peters, Family Council
 Jamie Lowery (ZOOM)
 Johanne (ZOOM)
 Larry Fuld (ZOOM)

	ITEM	ACTION
A.	CALL TO ORDER	
	<p>MEETING RECORDED</p> <p><i>“Moved by Robert Corriveau and seconded by Michelle Lahaye that the meeting be called to order at 5:01 p.m.”</i></p> <p>Res. #125-25 Carried</p>	
	1. Approval of Agenda	
	<p><i>“Moved by Peter Chirico and seconded by Mark King that the Board approved the Agenda for this meeting, as amended.”</i></p> <p>Res. #126-25 Carried</p>	
	2. Conflict of Interest	
	<p><i>“Moved by Robert Corriveau and seconded by Mark King that no Board Members present have declared a conflict of interest.”</i></p> <p>Res. #127-25 Carried</p>	
	3. Approval of Minutes	
	<p>3.1 Approval of the Minutes of the Regular Board Meeting held on October 23, 2025</p> <p><i>“Moved by Michelle Lahaye and seconded by Peter Chirico that the minutes of the Regular Board Meeting, held on October 23, 2025, be adopted as presented.”</i></p> <p>Res. #128-25 Carried</p>	

4. New Business

4.1 Specialized Unit Updated from Ontario Health

Province inquired about 12 beds to 24 beds – resubmitted application Nov 14.25
Hold decision until mid-December
Withdraw is no decision
16 beds indigenous – cultural designation
3 different waitlists
Letter from chair IF needed

5. Redevelopment

5.1 Move Update

142 residents moved – 112 residents to new build and 30 dispersed on 2nd&3rd old build
Move went very well
Fixed a few minor issues from family
Residents adapting well
Staff adapting well to new routine and technology

5.2 Construction Update (Anita Brisson)

Apple/Maple cleared out report by Mon. Dec 8.25
Abatement Apple before Christmas and Maple 2 weeks after
Storm lines 2-3 months primed for build

6. Operations

6.1 Operations Update

Annual surveys to go out
New physician to start – Dr. Steele left and Dr. Laakso to start
RPN Shift change
Education increase for registered staff
Enhanced communication for RPNs/RNs to Physicians

6.2 Financial – 2025 Q3 LTC Reporting Operating Budget

“Moved by Michelle Lahaye and seconded by Jim Bruce that the Board approve the year-to-date Long Term Care operating budget-to-actual results for the period ending September 30, 2025 (Corresponds to page 7-9).”

Res. #129-25

Carried

6.3 Financial – Capital Budget

“Moved by Mark King and seconded by Peter Chirico that the Board approve the redevelopment capital budget-to-actual results from commencement to September 30, 2025, and forecasted capital levy estimates. (Corresponds to Page 10-11).”

Res. #130-25

Carried

6.4 Financial – 2025 Q2 CSS Budget

“Moved by Peter Chirico and seconded by Robert Corriveau that the Board approve the Community Support Services budget-to-actual results for the period of April 1st to September 30th, 2026 (Corresponds to page 12-13).”

Res. #131-25

Carried

6.5 Financial – 2026 Operating Budget

“Moved by Michelle Layhaye and seconded by Robert Corriveau that the Board approve the 2026 Operating Budget as presented.”

Res. #132-25

Carried

7. Finance and Governance Policy Review	
7.1 Update on Term Investment	
8. In-Camera	
<p>Guests left the meeting & Zoom Meeting Ended <i>“Moved by Peter Chirico and seconded by Mark King that the Board proceed to an In-Camera session at 6:27p.m.”</i></p> <p>Res. #133-25 <u>Carried</u></p> <p>8.1 Approval of the In-Camera Minutes – dated October 23, 2025 In-Camera Motion – Res. #134-25</p> <p>8.2 Approval of the In-Camera Minutes – dated October 6, 2025 In-Camera Motion – Res. #135-25</p> <p>8.3 Redevelopment Matters</p> <p>Anita Left the Meeting</p> <p><i>“Moved by Michelle Lahaye and seconded by Robert Corriveau that the Board approve the In-Camera Session to be adjourned at 6:53p.m.”</i></p> <p>Res. #136-25 <u>Carried</u></p>	
B. CORRESPONDENCE	
C. REQUEST FOR FUTURE AGENDA ITEMS	
D. DATE OF NEXT MEETING	
Thursday, January 22, 2026 – Cassellholme 1 st Floor (New Build) – 5:00 p.m.	
E. ADJOURNMENT	
<p><i>“Moved by Peter Chirico and seconded by Robert Corriveau that the meeting be adjourned at 6:54 p.m.”</i></p> <p>Res. #137-25 Carried</p>	

Secretary

Chairman

November 23, 2025

Subject: Cassellholme Redevelopment Update – November 23, 2025

CONSTRUCTION OVERVIEW

Phase 00 - Work complete.
Phase 1-A – Work complete
Phase 1-B - Work complete. Refer to Schedule Status below.
Phase 2 - Site work and Preparations in progress.

SCHEDULE STATUS

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

- The Ministry of Long Term Care in-person visit took place November 4 to November 6.
- All construction related items raised as issues by the Ministry were addressed while the Ministry was on site and on Monday Nov 10.
- Cassellholme move date of November 16, 2025 was delayed as the Ministry did not grant permission to move residents.
- Move in date is confirmed to November 30, 2025 by Cassellholme due to Ministry delay.
- Phase 2 construction start date has been delayed from November 19 to (tentatively) December 3, 2025; Abatement review is scheduled for December 1-2 with report submitted by end of that week.
- Preliminary Phase 2 schedule is included with this report and will be updated to reflect the Phase 2 start date once Ministry occupancy is confirmed.

PHASE 1-B

- Patient lift track placement correction - scope confirmation, planning, coordination and pricing is ongoing.

PHASE 2

- IPAC planning is complete.
- Demolition planning complete
- Staging area preparation

Transition Planning Highlights

An updated summary is attached for reference.

Change Order Log - Please see the attached

Budget Update – To be provided separately

Summary - 2025-11-23

Action	Sub Actions	Due Date
Total Completion Checklist - Ministry Submissions	received occupancy approval Nov 21 2025	2025-11-21
Art Fundraising	ideas have been noted and small WG; including Creative Industries - WG to assemble once individuals are available	ongoing
Wood at mill for purpose		ongoing
P1 Move		
HCR - Movers	Partial move completed Nov 13-14; Continue to move with HCR on site Nov 28-30; Apple and Maple purge Dec 1-3	2025-11-30
Resident Communication	monthly and daily - as required communications have gone out to caregivers, family and residents	ongoing
IT		
ID Access Card	Access cards given to all employees by Nov 28	28-Nov
Phone & TV System	To be installed and ready for residents by Nov 28	
Digital Menus/Boards	TVs to be mounted by Nov 28	
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	14-Nov
Storage Areas and supplies	carts all filled and ready for move Nov 30	06-Nov
Emergency Response		
P2 Parking	Need to begin discussions and planning for start of P2 parking (Summer 2027); options to be discussed with SLT	Summer 2027
Staff Training Plan		
Detailed Breakdown	Demo training Oct 14 completed; staff named and training to commence Oct 27 week	10-Nov
P2 Preparation		
IPAC Demolition Plan	signed and sent to the HU	26-Nov
P2 Project Schedule Review	To have team review Nov 27	27-Nov
Quality Review and LL	commenced Nov 24 & Nov 25	Nov 24 & 25
Demolition Fire Plan	in the progress to develop and submit	06-Dec

Change Order Log -Nov 23 2025

Percon							Change Order Log -Nov 23 2025										Contract Time
RFE	RFE	PC	CD	SI	RFI	CO	Work Description	Reason	Status	Date Issued	Quote Sent	Approval Date	Quoted	Approved	(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			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			

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	\$1,821.60	\$1,821.60
167	167				136	Revision to hardware on doors 1018a, 1030b, 1165	Coordination	Approved	22-Jul-24	22-Jul-24	29-Jul-24	\$1,056.00	\$1,056.00
169	169R	125			137	Revision to soffit detail at 1064 & 1075	Coordination	Approved	22-Jul-24	07-Aug-24	14-Aug-24	\$5,908.76	\$5,908.76
		126				Add hot water recirculation line to washers	Design Improvement	Cancelled	22-Jul-24		11-Sep-24		\$0.00
		127			140	Generator shore power circuit	Coordination	Approved	07-Aug-24	03-Sep-24	19-Sep-24	\$6,043.40	\$6,043.40
		128			141	Revision to 5th floor Dining Windows & exhaust duct	Coordination	Approved	13-Aug-24	09-Sep-24	19-Sep-24	\$20,700.61	\$20,700.61
		129			142	Rework roof drain above 5th floor balcony	Coordination	Approved	19-Aug-24	11-Sep-24	19-Sep-24	\$4,275.35	\$4,275.35
175	175R	130R			143	Revised - Insulation tie-in at temporary wall to curtainwall	Coordination	Approved	19-Sep-24	24-Sep-24	03-Oct-24	\$5,417.50	\$5,417.50
171	171		135		139	Credit for revisions to PRV valves from SI#135	Cost Saving	Approved	18-Jul-24	15-Aug-24	29-Aug-24	(\$4,964.00)	(\$4,964.00)
		131				Revised - Gas detection in generator room #6011	Regulatory Change	Pending	06-Nov-24				
		132			144	Water room drywall revision	Coordination	Approved	19-Sep-24	29-Sep-24	04-Oct-24	\$1,045.44	\$1,045.44
				137		Clarification to handrail corners	Coordination	Approved	24-Jul-24				
				138		Composity Slab Crack remediation	Coordination	Approved	14-Sep-24				
				142		Ductwork revisions at Chapel 1027	Coordination	Approved	12-Sep-24				
				141		Revised - Location of Electrical Panel in Janitor Rooms	Coordination	Approved	01-Oct-24				
				143		Revision to bulkheads at corridor 1032	Coordination	Approved	17-Sep-24				
		133			146	Revision to balcony ceiling panels at tapered beams	Owner Requested	Approved	21-Oct-24	22-Oct-24	29-Oct-24	\$0.00	\$0.00
			144R(2)			Revised (2) - Temporary link connection details	coordination	Approved	16-Oct-24				
			145			Clarification to boiler breaker feeds and temp link heaters	coordination	Approved	08-Oct-24				
			146			Revise rating at column 12.1-F	coordination	Approved	10-Oct-24				
	177		141R		145	Reframing and hardware revision relative to SI#141R	coordination	Approved	08-Oct-24	15-Oct-24	21-Oct-24	\$1,364.66	\$1,364.66
			147			Clarification to typical windows drainage	coordination	Approved	22-Oct-24				
181	181	134			147	Add Handrails to link	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	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		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		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		Millwork revisions for site coordination issues	coordination	Approved	22-Jan-25	30-Jan-25	07-Feb-25	\$1,670.35	\$1,670.35
			191		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		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	Revised counter support at M60 under counter fridge	Owner Requested	Approved	12-Feb-25	11-Mar-25	25-Mar-25	\$2,694.91	\$2,694.91
			193R1	143	165	Temporary Cladding of columns exposed to exterior in P1	coordination	Approved	12-Feb-25	08-Apr-25	15-Apr-25	\$10,961.13	\$10,961.13
					162	Revision to shower floor drains for sheet flooring	coordination	Approved	12-Feb-25				
			194R1	144		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

December 4, 2025

CLINICAL SERVICES – Mel Cross, RN, Director of Care

This October reporting period underscores our continued dedication to resident safety, staff development and effective communication. These priorities collectively support our goal of delivering resident-centered care that achieves both exceptional quality of life and clinical outcomes.

After receiving some valuable feedback from a family, we have been working diligently on improving communication and clinical handover between staff and across shifts to strengthen continuity and resident-centered care. To support this, we have adjusted RPN start times to stagger with PSW start times, allowing for dedicated shift report and information exchange. Management has also been circulating during handovers to ensure this process is being completed effectively. In addition, education has been provided to staff regarding their professional responsibility to ensure proper handoff as well as the importance of sharing pertinent information aligned with each resident's care needs. In parallel, we continue to prepare diligently for our move into the new building, pending final approval. This transition remains a major organizational priority, with significant efforts directed toward readiness, coordination and compliance with ministry expectations.

Critical Incidents

Since our last report, we have had 6 critical incidents during the month of October.

- ❖ **Alleged Resident-Resident Abuse:** 2 incidents
- ❖ **Alleged Staff-to-Resident Abuse:** 2 incidents
- ❖ **Fall with Injury:** 1 incident
- ❖ **Incident with Injury:** 1 incident

DETAILS & FOLLOW-UP:

❖ **Alleged Resident-Resident Abuse:**

In both instances there was no significant physical harm to the residents involved. There was minor first aid required in one of these instances. Each resident was assessed, and 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's request to attend the facilities immediately upon request. Staff member was removed from the work place, an investigation ensued, disciplinary action was taken, no further concerns.

It was alleged there was a verbal altercation between a resident and a staff member. The staff member was removed from the work place pending investigation and was subsequently terminated.

❖ **Fall with Injury:**

Resident received appropriate assessment and care. Subsequently transferred to hospital for additional assessment and treatment. Room was rearranged to facilitate safety. Care plan was updated.

❖ **Incident with Injury:**

Resident received appropriate and timely assessment and care. Subsequently transferred to hospital for additional assessment and treatment. Facility wide education was delineated to all staff to help prevent this type of injury in the future.

Other Clinical Updates

❖ **Quality Improvement & Care Delivery**

Our quality team has regrouped and devised a plan to move forward with our required programs in a meaningful way that will best meet the needs of our home. This includes data gathering that will be used to help drive our clinical goals of resident-centered care.

❖ **Staffing & Leadership Updates**

We continue to actively recruit for a second Nurse Practitioner, as well as RN's, RPNs and PSWs to fill a few vacancies we currently have. We will maintain this momentum while prioritizing retention strategies to stabilize our workforce.

❖ **Clinical Practice**

We recently provided education and support to our RPNs as we rolled a new process for them to contact the prescribing team via Secure Conversations without having to first reach out to the RNs. The team has done very well with this new responsibility and resource. This process will further enhance provision of care to our residents.

Looking Ahead

- ❖ We 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.

STAFFING/STUDENTS – Tiffany Chapman, HR Coordinator

Vacancies as of December 1, 2025

- ❖ PSW Vacancies: 2 perm part-time, 11 temp part-time
- ❖ RPN Vacancies: 2 temporary full-time, 7 permanent part-time
- ❖ RN Vacancies: 2 permanent full-time
- ❖ Dietary Vacancies: 1 permanent full-time, 5 temporary part-time
- ❖ Housekeeping Vacancies: 2 permanent part-time, 2 temporary part-time
- ❖ Activities Vacancies: 3 permanent part-time
- ❖ CSS Vacancies: 1 permanent part-time PSW, 1 temporary part-time Homemaker

HOUSEKEEPING & NUTRITION & FOOD SERVICES – Trina Milne, Manager

- ❖ Meal Suite has been implemented in the Kitchen with new menu that started on November 17, 2025.
- ❖ New TV display screens will be installed on the floors in the new building and old building in the weeks to come to display the menus and any menu change made.
- ❖ RD student working on training all NFS staff as well as the Unit Managers on using the handheld tablets to take resident meal orders.
- ❖ Inservice for Housekeeping staff this month on complete cleans cleaning and floor care expectations.

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

We are pleased to acknowledge the exceptional contributions of our community during the recent resident move. A group of 35 dedicated volunteers offered a warm and gentle presence throughout the transition, providing reassurance, companionship, and practical support to help residents feel comfortable and cared for.

Our co-op students also played an integral role. In the weeks leading up to the move, they devoted significant time to assisting residents with packing and preparing their belongings. They then returned on move day to continue offering support, providing both familiarity and continuity during a period of major change.

We would also like to recognize our Recreation Therapy students, who recently completed their 100-hour practicums with us. Their creativity and commitment enhanced our recreation programming and contributed meaningful engagement for residents. We look forward to welcoming new student cohorts in January 2026.

In addition to this student and volunteer support, we have introduced new spiritual and wellness initiatives. We offered a four-week round of Grief Yoga with selected residents as a new spiritual practice, focusing on emotional expression, grounding, and gentle movement. The program was well-received, and we will continue with additional sessions in January.

We are also pleased to share that we have added a new community of faith to our worship roster, with services beginning in January, expanding the spiritual care and worship options available to residents.

We are grateful for the ongoing dedication, compassion, and collaboration shown by our volunteers, students, and spiritual care partners, all of whom enrich the quality of life within our community.

COMMUNITY SUPPORT SERVICES – Cheryl Hamilton, RPN, Manager of CSS

We are currently minus 1 Homemaker position, however our temporary Homemaker moved into a permanent position after a resignation, and 1 Homemaker will return from Maternity Leave in the coming weeks. Once she has returned, we will be at full staffing for Homemaking. We are minus 1 PSW however, in order to have enough clients on a new schedule, we need more availability on the master schedule with other staff. We have 2 staff away on extended leaves, however are both set to return in the coming weeks. Once they have returned, we can hopefully hire 1 PSW and be able to have availability to add more AL/Respite clients. Our capacities remain status quo for the most part, and upon reviewing the budget for CSS, we are in good shape. We had a difficult summer where we lost 4 PSW's just weeks apart and had multiple AL clients discharge from services for various reasons all at the same time. It left us a bit behind in our number of AL clients served and took a few weeks to get new staff hired and fully trained and able to work on their own. We have been able to recover from this well and have been able to replace AL clients for the most part. No other items to report for CSS.

Number of Assisted Living Clients: 43

Number of Respite clients: 27

Number of Housekeeping: 186

Number of PSW's: 22 (2 of those are on leave)

Number of Homemakers: 7 (1 returning soon)

No concerns with any CSS programs. MOW, ADP, Homemaking, AL, Respite, Home Maintenance, Diners Club and Transportation are all operating well.

INFECTION CONTROL – Hannah Bryant, RN, Manager of IPAC

Audits:

- Staff hand hygiene and personal protective equipment audits continue.
- Resident hand hygiene audits continue
- PPE caddy audits happen bi-weekly to ensure enough PPE supply
- Quarterly IPAC audits continue (will be done weekly when in outbreak)

Outbreaks:

- No recent outbreaks

Immunization

- Resident influenza vaccinations complete
- Staff influenza vaccination continues (one more flu shot clinic date to be announced)
- Preparing for COVID-19 vaccinations for residents

IPAC Construction Audits

- No recent audits