# Fairview Mennonite Homes and Parkwood Mennonite Home

# Board of Directors - Agenda

# Thursday, January 28th, 2021 - 6:00 p.m.

# Huron Crossing Resource Office / Participation Electronically

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| 1. | Call the meeting to Order: Fairview Mennonite Homes and Parkwood Mennonite HomeOpening Remarks | Marion Good |
| 2. | Approval of Agenda* Resolution to Approve joint agenda for Fairview Mennonite Homes and Parkwood Mennonite Home
 | Marion Good |
| 3. | Devotions (next meeting Ken Frey) | John Shantz  |
| 4. | Minutes Thursday, November 26th, 2020* Resolution to Approve Fairview Mennonite Homes Minutes
* Resolution to Approve Parkwood Mennonite Home Inc. Minutes

Tuesday, December 8th, 2020* Resolution to Approve Parkwood Mennonite Home Inc. Minutes
 | Marion Good |
| 5. | Business Arising | Marion Good |
| 6. | Report from Leadership |  |
|  | 6.1 Executive Director Key Performance Indicators* Resolution to approve to Fairview Mennonite Homes
* Resolution to approve to Parkwood Mennonite Home
 | Elaine Shantz |
|  | * 1. Financial Statements
* Resolution to approve to Fairview Mennonite Homes
* Resolution to approve to Parkwood Mennonite Home
 | Brent Martin |
|  | * 1. CEO Report
* Resolution to approve to Fairview Mennonite Homes
* Resolution to approve to Parkwood Mennonite Home
 | Elaine Shantz |
| 7. | Ontario Health Teams * CND
* KW4
 | Ken FreyElaine Shantz |
| 8. | Parkwood Affordable Housing * Update
 | Elaine Shantz  |
| 9. | Board Retreat * Next Steps
 | Elaine Shantz  |
| 10. | Lightening Round | Marion Good |
| 11. | Motion to Adjourn | Marion Good |

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| **2021 Dates to Remember**  |
|  | **Saturday, January 23rd, 2021****Thursday, January 28th, 2021****Thursday, February 25th, 2021****Thursday, March 25th, 2021****Thursday, April 22nd, 2021****Thursday, May 27th, 2021****June** **Thursday, June 24th, 2021****Thursday, September 23rd, 2021****Thursday, October 28th, 2021****Thursday, November 25th, 2021** | Board RetreatBoard MeetingBoard MeetingBoard MeetingBoard MeetingBoard MeetingAnnual General MeetingBoard MeetingBoard MeetingBoard MeetingBoard Meeting |

CEO in Camera

Board in Camera

# PARKWOOD MENNONITE HOME

# BOARD of DIRECTORS MEETING MINUTES #2020 – 264

# Thursday, November 26th, 2020

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| **Present:**(electronically) | Marion Good (Chair)Jennifer Krotz (Secretary)Ed Nowak (Treasurer)Bob Shantz (Vice-Chair) | Ken FreyRuth KonradNancy Mann Fred SchiedelJohn Shantz |
| **Absent:** |  |  |
| **Staff:** | Elaine ShantzBrent Martin  | Erna Koning (minutes) |

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| **A.** | **CONTEXT OF MEETING:** |  |
| **1.** | **Call to Order, Opening Remarks**  |  |
|  | Marion Good called the joint meeting of Fairview Mennonite Homes and Parkwood Mennonite Home to order at 6:02 p.m.The meeting was hosted at Resource Team Office (Huron Crossing); all Board members have consented to hold the November 26th, 2020 meeting virtually (zoom). |  |
| **2.** | **Approval of the Agenda**  |  |
|  | Motion to Approve the Joint Agenda, adding the Finance Team to the agenda under the Committee Heading. Made by: Ruth KonradSeconded by: Nancy Mann  | Carried |
| **3.** | **Devotions offered by Bob Shantz**  |  |
|  | We Work Best When We Work Together Christian Broadcasting NetworkBob shared the importance of teams coordinating and blending to reach goals. Pride can hinder the team. However, by modelling unselfishness and valuing the gifts of others, the entire team will win.  |  |
| 4**.** | **Minutes of Parkwood Mennonite Home Meeting #2020-263**  |  |
|  | Motion to approve the minutes of #2020-263 dated October 22nd, 2020. Made by: Ed Nowak Seconded by: Ruth Konrad  | Carried |
| **5.** | **Business Arising** Discussion arising: none  |  |

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| **6.** | **Report from Leadership** |  |
|  | **6.1 Executive Director Key Performance Indicators** **Highlights and discussion**  |  |
|  | **Parkwood Highlights****Long Term Care** * Ministry Inspection follow up (from June); order considered resolved and removed
* Critical Incident involving resident and family; reported to Ministry; CEO supporting
* Employee Complaint through union; employee requesting long term care wages (i.e. pandemic pay) when filling shifts in retirement
* Hand sanitizer issue has been resolved
 |  |
|  | **Retirement/Apartments** * Occupancy down; plan in place to rent all suites in the coming months
 |  |
|  | Motion to approve the Parkwood Mennonite Home Inc. Key Performance Indicators. Made by: Fred Schiedel Seconded by: Ruth Konrad  | Carried |
|  | **6.2 Financial Statements** **Highlights and discussion**  |  |
|  | **Parkwood Highlights** * Strong financial statements; additional revenue mostly in ltc; additional income result of May covid outbreak; Prevention and Containment Funding has doubled; funds have been consistent since June
* Suites continue to have strong occupancy; additional $20,000 funding for covid; launch of Home & Community program providing additional revenue
* Printing and Stationary line is high as a large quantity of essential caregiver’s name badges were purchased (savings on a per tag basis)
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|  | Motion to approve the Parkwood Mennonite Home Inc. Financial Statements Made by: John ShantzSeconded by: Bob Shantz  | Carried |
|  | **6.3 CEO Report** **Highlights and discussion** |  |
|  | COVID-19 * No questions related to covid
 |  |
|  | Legislation/Inspections – no questions  |  |
|  | OHT* CND – Government funding announced; no additional contributions needed
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|  | Long Term Care Beds Announcement* 29 projects announced; focus on re-development of B, C, and D beds; smaller homes receiving additional bed to be more financially viable
* Announcement provides clarity to move forward with Parkwood project
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|  | Grant Applications * Parkwood/WLU/RIA – student cooperative initiative; three-year project; Laura (Volunteer Co-ordinator) spear headed application; will be project lead for duration of initiative
* Community Foundation – grant to support screeners and equipment incurred by covid ($20,000)
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|  | Resource Team Office * Huron Crossing office open as of Monday
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|  | Accreditation 2021* Will start in January
 |  |
|  | Human Resources (Parkwood)* Assistant Director of Care has advised ED of retirement; nursing team continuing to restructure
* Executive Director (Christine) staying for one year; Director of Care (Michelle) staying at Parkwood as nursing team stabilizes; will hire new Director of Care and Michelle will move into an ED-DOC to support both communities
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|  | Quality Review * Incident resulting in tenant death
* Initiated by family (IM); number of system questions, clarification of definitions
* Parkwood involvement is low; tenant lived in Suites, however care was provided by outside agency
* CEO participated in start of review
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|  | MAID (Parkwood) * Tenant of the Garden Homes
* Leadership Team unaware at the request of tenant and family
* Chaplain is providing support for the spouse
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|  | Emergency Succession Plan * Plan for CEO Succession, if unable to carry out the position for four to twelve months (after twelve months, would move to hire a new CEO)
* Succession: Brent, followed by Steve (change in plan)
* Organizational charts updated (change in plan)
* Emergency contact information updated (change in plan)
* Board noted additional adjustments
 |  |
|  | Motion to approve the Emergency Succession Plan, with adjustments.Made by: Bob Shantz Seconded by: Jennifer Krotz  | Carried |
|  | Motion to approve the CEO Report for Parkwood Mennonite Home Inc.Made by: Ruth KonradSeconded by: Fred Schiedel  | Carried |
| **7.** | **OHT** |  |
|  | CND* Details outlined in CEO report
* Strategic plan anticipated to be completed in February 2021
* OHT work paused; focus on covid as recommended by Steering and Operations Committees
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| **8.** | **Parkwood Affordable Housing**  |  |
|  | **Master plan*** Additional information in Board Package
* Meetings ongoing (committee); continuing to work with Bill Green (GSP)
* Currently under review: dead end parking lanes; enlarging entrance common area
* Reviewing grant applications for 3 different scenarios (above market, at market and rent geared to income)
* Received proposals from two consultants; B. Green advised of additional consultant; can provide guidance in selection process
* Review of preliminary budget figures and amortization
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|  | Motion to resolve the Building Committee continue to forward including making decisions about consultants with respect to the funding application process. Made by: Fred Schiedel, on behalf of the Building Committee Seconded by: Ed Nowak  | Carried |
| **9.** | **Committees – Nominating Committee** |  |
|  | **Nominating Committee** * Review of November 12, 2020 meeting
* Irene Schmidt (currently a delegate) will replace Allan Sauder
* John Shantz and Ken Frey have confirmed renewal of second term in 2021
* Bob Shantz will complete third term in 2021

**Finance Committee*** Continuing to meet
* Committee pleased with management of funds and return on investments (5% return)
* Upcoming term deposits will be renewed in 14-month term GIC
* Discussion: develop process to remove signing authorities upon termination from organization
 |  |
| **10.** | **Lightening Round** |  |
|  | John Shantz: Acknowledge and thanks for developing online Christmas bazaar Ed Nowak: Appreciative of covid funding from government Ruth Konrad: Disappointed about project announcement; pleased to focus on affordable housing project Jennifer Krotz: Looking forward to participating in KW4 Fred Schiedel: Thank you for providing information for board meetings Ken Frey: To Marion, thinking of your family out west; congratulations to Parkwood on inspection result; and congratulations re: successful grant applicationNancy Mann: Concur with comments made by other Board members; look forward to hearing Christmas ideas Bob Shantz: Appreciate being part of the project at ParkwoodBrent Martin: Excited to be in the new office; getting settled in Elaine Shantz: Exciting to be in new office; appreciate being together again; thank you to Bob for reflection at the start of the meeting; teams continue to rise to the next challenge; commitment comes through over and over againMarion Good: Thank you to Elaine for leading the organization through these trying times; special thanks to Laura Gorman for initiating grant application; reflected on the Auditors General Report and the acknowledgement long term care has been through hard times; recognition covid continues to come in closer  |  |
| **11.** | **Motion to Adjourn** Motion to adjourn meeting at 9:03 p.m. Made by: Jennifer KrotzSeconded by: Nancy Mann  | Carried |

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| **2021 Dates to Remember**  |
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CEO in Camera

Board in Camera

# FAIRVIEW MENNONITE HOMES

# BOARD of DIRECTORS MEETING MINUTES #2020 – 579

# Thursday, November 26th, 2020

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| **Present:**(electronically) | Marion Good (Chair)Jennifer Krotz (Secretary)Ed Nowak (Treasurer)Bob Shantz (Vice-Chair) | Ken FreyRuth KonradNancy Mann Fred SchiedelJohn Shantz |
| **Absent:** |  |  |
| **Staff:** | Elaine ShantzBrent Martin  | Erna Koning (minutes) |

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| **A.** | **CONTEXT OF MEETING:** |  |
| **1.** | **Call to Order, Opening Remarks**  |  |
|  | Marion Good called the joint meeting of Fairview Mennonite Homes and Parkwood Mennonite Home to order at 6:02 p.m.The meeting was hosted at Resource Team Office (Huron Crossing); all Board members have consented to hold the November 26th, 2020 meeting virtually (zoom). |  |
| **2.** | **Approval of the Agenda**  |  |
|  | Motion to Approve the Joint Agenda, adding the Finance Team to the agenda under the Committee Heading. Made by: Ruth KonradSeconded by: Nancy Mann  | Carried |
| **3.** | **Devotions offered by Bob Shantz**  |  |
|  | We Work Best When We Work Together Christian Broadcasting NetworkBob shared the importance of teams coordinating and blending to reach goals. Pride can hinder the team. However, by modelling unselfishness and valuing the gifts of others, the entire team will win.  |  |
| 4**.** | **Minutes of Fairview Mennonite Homes Meeting #2020-578**  |  |
|  | Motion to approve the minutes of #2020-578 dated October 22nd, 2020. Made by: Fred Schiedel Seconded by: John Shantz | Carried |
| **5.** | **Business Arising** Discussion arising: none  |  |
| **6.** | **Report from Leadership** |  |
|  | **6.1 Executive Director Key Performance Indicators** **Highlights and discussion**  |  |
|  | **Fairview Highlights****Long Term Care /Home and Community** * Home continues to focus on occupancy; funding is protected until the end of the year; hurdles include a significant number of deaths and outbreak in October; it was noted that residents are frail when they move into the Home
* Home is completing all code training in one month
* Ministry Inspection follow up (report shared in October); order considered resolved and removed
* New Director of Care, Amy Abbott started on Monday
* Employee complaints regarding the Ministry $3.00 incentive pandemic pay for Personal Support Workers (PSW); HCW who are grandfathered by Act and PSW in retirement are not part of the program
 |  |
|  | **Retirement/Apartments** * Suites and Preston School Apartments are concerned about future occupancy; new tenants do not want to isolate for 14 days when they move in; currently managing the situation
* Challenge as campus is home to various residents/tenants, some are more vulnerable, while others are very active; outbreak would be devasting; continue to mitigate risk by asking residents stay on the campus and implementing essential caregivers’ program to the apartments; CEO hosting town hall tomorrow
* Retirement suites dining room refurbishing has started; changes are based on audits and consults with retirement team and Season’s Care dietitian
 |  |
|  | Motion to approve the Fairview Mennonite Homes Key Performance Indicators. Made by: Ken FreySeconded by: John Shantz  | Carried |
|  | **6.2 Financial Statements** **Highlights and discussion**  |  |
|  | **Fairview Highlights** * Long term care: Strong financial summary; additional revenue related to covid; Prevention and Containment Funding has been received; expenses in keeping with revenue incurred
* Suites: strong occupancy throughout the year
* Apartments: close to realizing budget; ongoing maintenance continuing; residents not impacted by pandemic financially (income based on pension, not employment)
* SALC: hit hard by covid; lost revenue (pool); revenues result of meals, noted incurred costs to produce and distribute; have been able to keep the staff employed (benefit for entire campus); to accommodate members for closing on amenities charitable tax receipts are being given for community members (receipt amount dependent on location in the community) – approved by auditors
* Home and Community: good surplus; adjustments to administrative charges (portion of overhead costs)
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|  | Motion to approve the Fairview Mennonite Homes Financial Statements Made by: John ShantzSeconded by: Nancy Mann  | Carried |
|  | **6.3 CEO Report** **Highlights and discussion** |  |
|  | COVID-19 * No questions related to covid
 |  |
|  | Legislatives/Inspections – no questions  |  |
|  | OHT* KW4 – pending partnership
 |  |
|  | Long Term Care Beds Announcement* 29 projects announced; focus on re-development of B, C, and D beds; smaller homes receiving additional bed to be more financially viable
 |  |
|  | Building UpdatesFairview * Refurbishing projects continue to move forward
* Fitness centre is finished and open (operating within covid restrictions)

Resource Team Office * Huron Crossing office open as of Monday
 |  |
|  | Accreditation 2021* Will start in January
 |  |
|  | Emergency Succession Plan * Plan for CEO Succession, if unable to carry out the position for four to twelve months (after twelve months, would move to hire a new CEO)
* Succession: Brent, followed by Steve (change in plan)
* Organizational charts updated (change in plan)
* Emergency contact information updated (change in plan)
* Board noted additional adjustments
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|  | Motion to approve the Emergency Succession Plan, with adjustments.Made by: Bob Shantz Seconded by: Jennifer Krotz  | Carried |
|  | Motion to approve the CEO Report for Fairview Mennonite Homes.Made by: Nancy Mann Seconded by: John Shantz  | Carried |

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| **7.** | **OHT** |  |
|  | KW4* Details outlined in CEO report
* Re: membership in KW4 - partner (participate and vote, with corresponding financial obligation) or affiliate (no participation or voting power, with no financial obligation)
* CEO recommendation to become a partner member – greater ability to develop relationships / partnerships; a voice for home & community; enhanced importance with potential affordable housing project
* Discussion re: human resources capacity; ability to become affiliate if partner membership is ineffective; importance of small partners; developing relationships
 |  |
|  | Motion to make a resolution to join the KW4 Ontario Health Team as a partner member, on the terms set out in the information provided on the board portal. Made by: Jennifer Krotz Seconded by: Bob Shantz | Carried  |
| **8.** | **Committees – Nominating Committee** |  |
|  | **Nominating Committee** * Review of November 12, 2020 meeting
* Irene Schmidt (currently a delegate) will replace Allan Sauder
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* Discussion: develop process to remove signing authorities upon termination from organization
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| **10.** | **Motion to Adjourn** Motion to adjourn meeting at 9:03 p.m. Made by: Jennifer KrotzSeconded by: Nancy Mann  | Carried |

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CEO in Camera

Board in Camera

# PARKWOOD MENNONITE HOME

# BOARD of DIRECTORS MEETING MINUTES #2020 – 265

# Tuesday, December 8th, 2020

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| **Present:**(electronically) | Marion Good (Chair)Jennifer Krotz (Secretary)Ed Nowak (Treasurer)Bob Shantz (Vice-Chair) | Ken FreyNancy Mann Fred SchiedelJohn Shantz |
| **Absent:** | Ruth Konrad |  |
| **Staff:** | Elaine ShantzBrent Martin  | Erna Koning (minutes) |
| **Special Guest:** | Bill Green (GSP) |  |

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| **A.** | **CONTEXT OF MEETING:** |  |
| **1.** | **Call to Order, Opening Remarks**  |  |
|  | Marion Good called the meeting of Parkwood Mennonite Home Inc. to order at 8:02 a.m.The meeting was hosted at Resource Team Office (Huron Crossing); all Board members have consented to hold the December 8th, 2020 meeting virtually (zoom). |  |
| **2.** | **Approval of the Agenda**  |  |
|  | Agenda items include: Parkwood Affordable Housing Master Concept, Support of Application Process; and Recommendation to initiate a Fundraising Capital Campaign.Motion to Approve the Agenda including of Parkwood Mennonite Home Inc. Made by: John ShantzSeconded by: Nancy Mann  | Carried |
| **3.** | **Parkwood - Master Design** |  |
|  | Master Design document distributed. Fred reviewed the Master Design document including: background information, community overview, history (preliminary work), preferred master plan (section 6); and potential concessions. Next Steps: * Send document for pre-application comments (zoning, potential for minor variance)

Board Discussion* Balconies: preliminary floor plans design offer flexibility; detailed architectural stage will determine if balconies (sixth floor) will be incorporated into design
* Solar Car Port: can be investigated; will add to overall cost
* Proforma: Brent utilizing CMHC Viability Tool to examine percentage of market rate units and affordable housing units (require minimum of 30% affordable units at 80% of the median rents within the area)
* Mortgage: amortize over 50 years; initial term of 10 years; models using a rate of 2.5% (note: rate does not change based on percentage of affordable housing, assuming the 30% minimum is reached)
* Parking: parking maximized in drawings; currently hold 1.1% per unit; additional parking choices (structure or underground) are very expensive
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|  | Motion to accept the Master Plan presented for pre-consultation with the City of Waterloo. Made by: Fred Schiedel Seconded by: Bob Shantz  | Carried |
| **4.** | **Application Process**  |  |
|  | Process: * Interviews conducted with three organizations (two recommended by CMHC; one recommended by GSP Group)
* Consideration given to: credentials, experience, costs, local connections, knowledge of the local system, ability to assist local funding; availability

Outcome* Tim Welsh met all the criteria
* Additional information: able to assist with bridge financing, apply for additional grant opportunities; available for the duration of the project
* Cost for seed application - $38,850; after seed application would charge hourly rate
 |  |
|  | Motion to proceed with the application process including retaining Tim Welsh, as a consultant, to assist with co-investment and seed applications. Made by: Fred Schiedel Seconded by: John Shantz  | Carried |
| **5.** | **Initiate Fundraising Campaign**  |  |
|  | Update: * Fundraising Committee Meeting (Marion G., Ken F., Ed N., Elaine S. and Brenda Hallman
* Noted: Brenda Hallman cannot participate directly; agreed to help with project with recommendations

Next Steps: * Engage a full-time Capital Campaign Fundraiser
* Form a Fundraising Committee for Capital Campaign, with involvement of Fundraiser (noted - expressions of interest to be part of committee from Tim Kennel, Doug Shantz)
* Feasibility study (potentially done by Fundraiser)
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|  | Motion to move forward with recommendation to engage a full-time Capital Campaign Fundraiser to initiate a Capital Campaign.Made by: Ed NowakSeconded by: Ken Frey | Carried |
| **6.** | **Acknowledgements**  |  |
|  | Thank you to Fred Schiedel and Bill Green for your hard work and dedication.  |  |
| **7.** | **Motion to Adjourn** Motion to adjourn meeting at 8:52 a.m. Made by: Nancy MannSeconded by: John Shantz  | Carried |

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| **2021 Dates to Remember**  |
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**Chief Executive Officer (CEO) Board Report**

**Fairview Mennonite Homes**

**Parkwood Mennonite Home**

**December 2020**

**Government/Legislative Updates**

Key updates as at January 21, 2021 include: 1) Mandatory implementation of the Rapid testing in LTC homes, to be administered 2-3 times a week. 2) Vaccination shortages and updates. 3) LTC homes will be required to hire security companies to conduct screening in homes from an approved security company.

Information on all three of these directions are troubling for homes that are already at capacity. There is significant pushback from operators and Associations. These will unfold in the coming weeks.

**COVID-19**

**Waterloo Region Public Health (WR)**

As at January 21, 2021 community spread continues to be high, with a positivity rate around 8%. There is starting to be a shift in Toronto region patients transferred to Grand River Hospital, there have been 12 patients to date. It is anticipated there will be further system capacity pressures.

There are 19 active outbreaks in LTC and RH. This does not include suspect outbreaks. Congregate living has 6 active outbreaks.

**Vaccination Update**

LTC Home first dose is scheduled to be completed by January 21st. High risk RHs are scheduled to be next. Those co-located with LTC and dementia units in their facility will be prioritized. Retirement homes in general will be the next group vaccinated.

The target is the end of February for LTC/ RH to be completed with second dose. Congregate care settings for seniors is the next group. Awaiting further details. The shortages of vaccine in the province may alter this target date. Public Health has indicated that immunity defenses are built after the first shot. The second shot can be delivered up to 42 days.

The following is an excerpt from Ministry of Health January 20, 2021.

*On Friday January 15, 2021, Ontario was advised by the federal government of a reduction in the production of the Pfizer Biotech vaccine due to Pfizer’s efforts to expand its European manufacturing facility. This reduction in supply was anticipated to result in a decrease in deliveries by approximately half in the coming weeks. On January 19, 2021, Ontario was alerted by the National Operations Centre (NOC) that Pfizer announced further reductions in vaccine supply that translate into zero deliveries for the week of January 25, 2021, and subsequent reductions for the first two weeks of deliveries in February. This is a disappointing announcement at a time when teams in hospitals, public health units, long-term care homes and high-risk retirement homes have worked so hard and collaboratively to vaccinate the Phase 1 populations quickly and efficiently and continued to build capacity for when more vaccine is available. Second does to LTC and RH residents will continue to proceed.*

**COVID-19 Testing Update**

**Government has informed LTC that testing will be shifted to Rapid Testing Bio Pan model; this will be mandatory. Test results can be received within 15 minutes of the swab being taken. A Registered staff person is required to complete the test. Each individual test takes additional time; the swab does not need to be sent to a lab. Receiving results within 15 minutes is a significant improvement over the current 1-5 days.**

**The Bio Pan model is intended for surveillance testing only, and not as a diagnostic for symptomatic individuals. If when taken a positive result is received, then a second nasal pharyngeal test (what is currently used) would be taken and sent to the lab. Unfortunately, the government is requiring this test to be conducted two to three times a week in red and grey zones. The staffing resources required to do this are prohibitive.**

**It has been determined by Ontario Health the focus will be on vaccinations and the mandatory implementation of the rapid testing will be deferred until March 31, 2021.**

**CEO has been invited to sit on Ontario Health Committee to evaluate, advocate and determine next steps. This is a committee that has one representative from each Region. CEO has also been invited to return to the Region Testing Advisory Committee table as an advisor for LTC and RH. While time consuming these are significant processes in the battle against COVID and worthwhile initiatives to be part of.**

**Fairview Parkwood Updates**

**COVID**

**Outbreaks**

**As at January 21, 2021 Fairview LTC and RH suites are both in suspect outbreak – with no symptomatic residents or staff. Parkwood outbreak has been resolved and home is considered stable. Congregate living apartments (F) are all free from outbreak. The teams at both homes have followed strict IPAC protocol, Human Resources tracking and swabbing.**

**Vaccines**

**Fairview and Parkwood residents in LTC and RH have been vaccinated (first dose). 75% of staff at both campuses have been vaccinated with first dose. Second doses were paused for the week of January 18, 2020. It is anticipated these will be rescheduled for the week of January 24, 2021. There is notice that staff going forward will be extended to 42 days.**

**Restrictions**

Fairview and Parkwood paused visits for essential caregivers 7 days after the holiday season due to several essential caregivers testing positive. The decision was made in an attempt to keep the homes out of outbreak in order to ensure vaccination of residents and staff.

Fairview residents were vaccinated (first dose) by January 14, 2021; essential caregiver restrictions were lifted on January 14th. Fairview did receive a Ministry complaint from one essential caregiver; in discussion with the Ministry it was confirmed the home was out of compliance; therefore, a decision was made to lift after first dose to residents. (F)

Parkwood residents were vaccinated on January 20, 2021; outbreak resolved January 20th; the essential caregiver restriction will be lifted on Monday January 25, 2021. The Ministry is aware of the pause, however there have not been complaints to date, which has allowed this to go on longer than Fairview. (P)

**Other Legislative Updates**

**Ministry Inspection**

No inspections to report in December. Ministry of Health Compliance branch conducts a daily call with the homes when in outbreak.

As well, hospital partners are required to do an IPAC inspection with PH at time of outbreak. These were waived at both Fairview and Parkwood, due to trust in each of the homes IPAC protocol.

**Ontario Health Teams (OHT)**

**CND OHT**

The Joint Board Committee (JBC) will be asked to approve the OHT budget 2020 – 2022 on January 25, 2021. The Operations Committee has prepared, reviewed and is it to the JBC.

**See attached CND OHT Budget 2020-2022**

**KW4 OHT**

Meeting was held on January 13, 2021. Discussion included how the member Boards would be engaged with the OHT. The members agreed for one- or two-yearly strategic working sessions with Boards of Directors to discuss future priority populations, collaborative quality improvement program (CQIP) and strategic alignment among and between members and the OHT.

It was recommended the Boards would like to have additional information throughout the year. The Transitional Lead will pull together periodic key messages drawn from Steering Committee and Member meetings to be shared with Boards of Directors.

**Quality Initiatives/Projects**

**LTC Development**

**No update to report. (F)**

**Parkwood Affordable Housing**

Financial Application process: Tim Welch has been engaged and is working together with CFO to prepare the SEED application. The proposed target date for this application is mid February.

Master Plan Concept Application to City of Waterloo: Bill Green and Kevin Muir GSP Group have submitted the Master Plan Concept to the City of Waterloo. Building Committee approved Brent Martin to sign the application required. City staff will review and provide comments. It is anticipated we will receive in approximately 3 weeks.

Architect: As sub group of the Building Committee selected 3 architect firms to be invited to submit a proposal. The firms selected are Walter Fedy; Martin Simmons and Facet/Brian Shantz. All have indicated they will participate. Submissions are to be received by February 8, 2021. Building Committee will meet on February 10 to complete a first review of the submissions. An interview process will follow.

Fundraising: Advertisement has been placed on Charity Village web site. Several applications have been received; however, to date these are not what we are looking for. The posting is effective until February 15, 2021. Board will hold a fundraising discussion during January 23rd retreat.

**See attached Proposal invitation – Walter Fedy.**

**Grant Applications**

No current updates

**Building updates**

Fairview Centre Dining room and Retirement Home stucco work are both underway during the provincial lock down. These are considered health care related which can continue. We look forward to touring the Board of Fairview when all restrictions have been lifted. The campus has undergone significant change this in the 2020- 2021 fiscal year. (F)

**Accreditation**

Fairview Parkwood Long Term Care and Home and Community accreditation has now been scheduled for October 4, 5 and 6th. Since this is the first time the organization has used Accreditation Canada; the accreditation process will be a primer. If successful, this will be a 2- year accreditation.

**Human Resources**

Executive Director/Director of Care Parkwood: Christine Normandeau has been interim Executive Director and Michelle Rak interim Director Resident Care since August 2020. Both Christine and Michelle have accepted the role on a permanent basis. (P)

Assistant ADRC: With the retirement of Glen Caswell and the maternity leave of Anne Jose, Michelle and Christine has made several adjustments to the Parkwood team. Michelle Ridgeway and Justyna Zmuda have accepted roles as ADRC; both are exciting promotions. (P)

**See attached Parkwood Human Resources Announcement**

**Financial Statements**

**See attached December 2020 statements**.

Budget process is underway for 2021-2022. The objective is to bring to the finance committee in February with consideration for approval at February Board meeting.

**External Meetings**

**Meetings in December/January**

|  |  |  |
| --- | --- | --- |
| **Meeting**  | **Agenda** | **Involvement**  |
| **Regular** OLTCA Advocacy - monthlyKW4 Signatory - monthlyCND OHT Steering - biweeklyCND OHT Operations - biweeklyCommunity Practice – biweeklyRegion Three Committee - monthlyNon-Hospital Table - dailyWR Health Control Group - biweekly | Campaign development 2nd meeting COVID Community ResponseFinalizing budgetFacilitate home COVID issuesNot for profit support groupEmergency ResponseCOVID collaboration  | CEOCEOCEOCEOED (F) & CEOED (P)CEOCEO  |
| **Task force or one time** |  |  |
| OLTCA Human Resources Task Force | Commission Report | CEO  |
| Regional Testing Advisory CommitteeOH Rapid Testing Committee  | Science and testing requirementsAdvocacy for best practice  | CEOCEO |

**Risk**

**Insurance renewal**

No further update from Hub.

**Breach of Privacy/Employment Agreement**

The ADRC who retired, Glen Casswell and previous Executive Director Elisabeth Piccinin were found to be sharing confidential information. A few weeks prior to retirement Glen forwarded employee schedules along with identifying employee information to Elisabeth. Upon discovery of this a further investigation took place which uncovered additional documents and employee information sent to Elisabeth. As well, Elisabeth tampered with our staff learning platform sabotaging a new education initiative. A labour lawyer was contracted to handle the situation. This was approved by the Board Executive. Glen Caswell responded indicating he was asked for the information by Elisabeth and hadn’t realized he was doing anything wrong. Elisabeth indicated she had simply wanted a template from a colleague and Glen sent more than she asked for. Both have been directed by legal counsel to destroy all information immediately; as well that the matter is still under investigation. This has been very unsettling for the new leadership, to know this was happening in the background. Next steps are pending. (P)

Password Policy: As recommended by auditors, a password policy has been developed and implemented across the organization by IT department.

**Family Complaints reported to the CEO**

None to report; all complaints forwarded to the CEO have been resolved.