# Fairview Mennonite Homes and Parkwood Mennonite Home

# Board of Directors - Agenda

# Thursday, March 25th, 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 Home  Opening Remarks | Marion Good |
| 2. | Approval of Agenda   * Resolution to Approve joint agenda for Fairview Mennonite Homes and Parkwood Mennonite Home Inc. | Marion Good |
| 3. | Devotions (next meeting Ruth Konrad) | Marion Good |
| 4. | Minutes (February 25th, 2021)   * Resolution to Approve Fairview Mennonite Homes Minutes * 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 Inc. | Elaine Shantz |
|  | * 1. Financial Statements * Resolution to approve to Fairview Mennonite Homes * Resolution to approve to Parkwood Mennonite Home Inc. | Brent Martin |
|  | * 1. CEO Report * Resolution to approve to Fairview Mennonite Homes * Resolution to approve to Parkwood Mennonite Home Inc. | Elaine Shantz |
| 7. | Committee Reports  Finance Committee   * Budget Review * Motion for Forgiveness   Building Committee   * Update   Fundraising Committee   * Update | Ed Nowak  Fred Schiedel  Ed Nowak/Bob Shantz |
| 8. | Lightening Round | Marion Good |
| 9. | Motion to Adjourn | Marion Good |

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| **2021 Dates to Remember** | | |
|  | **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 Meeting  Board Meeting  Board Meeting  Annual General Meeting  Board Meeting  Board Meeting  Board Meeting  Board Meeting |

CEO in Camera

Board in Camera

# PARKWOOD MENNONITE HOME

# BOARD of DIRECTORS MEETING MINUTES #2021 – 266

# Thursday, February 25th, 2021

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| **Present:**  (electronically) | Marion Good (Chair)  Jennifer Krotz (Secretary)  Ed Nowak (Treasurer)  Bob Shantz (Vice-Chair) | Ken Frey  Ruth Konrad  Nancy Mann  Fred Schiedel  John Shantz |
| **Absent:** |  |  |
| **Staff:** | Elaine Shantz  Brent 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 Inc. to order at 6:03 p.m.  The meeting hosted at the Resource Team Office (Huron Crossing); all Board members have consented to hold the February 25th, 2021 meeting virtually (zoom). | |  |
| **2.** | **Approval of the Agenda** |  | |
|  | Motion to Approve the Joint Agenda.  Made by: Jennifer Krotz  Seconded by: John Shantz | Carried | |
| **3.** | **Devotions offered by Ken Frey** |  | |
|  | Elaine shared a prayer. | |  |
| 4**.** | **Minutes of Parkwood Mennonite Home Inc. Meeting #2021-265** |  | |
|  | Motion to approve the minutes of #2021-265 dated January 28th, 2021.  Made by: Ruth Konrad Seconded by: Fred Schiedel | Carried | |
| **5.** | **Business Arising**  Insurance: there will be no changes to the insurance this year; insurance companies are not accepting new policies. |  | |

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| **6.** | **Report from Leadership** |  | |
|  | **6.1 Executive Director Key Performance Indicators**  **Highlights and discussion** |  | |
|  | **Parkwood Highlights**  **Long Term Care/Home and Community**   * Outbreak Status: currently no outbreak/suspect outbreak; grateful for the containment the teams have achieved through hard work; grateful for the prayers from the community * Occupancy Protection: will be extended past February 28th, 2021; anticipated confirmation from Ministry tomorrow; hard to fill empty beds; residents moving in with a higher acuity * Personal Support Worker Training: government has announced additional training * Rapid Antigen Testing: implemented February 22nd; reviewed process and requirements * Security Company: not necessary; screeners hired specifically for role * Vaccinations: Pfizer (after second dose) is 94% effective against covid, including the UK variant * Admissions: no admissions during January due to outbreak * Elisabeth McMillian: passed away; she was 105 years old; thoughts with son Gary | |  |
|  | **Retirement/Apartments**   * Occupancy: decrease in occupancy due to covid (new residents required to isolate for 14 days upon admission) * Identifying suites that can be joined to create one-bedroom apartments * Upgrades to apartments (flooring and appliances) | |  |
|  | Motion to approve the Parkwood Mennonite Home Inc. Key Performance Indicators.  Made by: John Shantz  Seconded by: Ed Nowak | Carried | |
|  | **6.2 Financial Statements**  **Highlights and discussion** |  | |
|  | **Parkwood Highlights**  Long-Term Care   * Reviewed containment funding; additional staffing expenses   Retirement Suites   * Reviewed impact of occupancy; home & community revenue keeping variance positive   Garden Homes   * Discussion regarding sale of Garden Homes | |  |
|  | Motion to approve the Parkwood Mennonite Home Inc. Financial Statements  Made by: Ruth Konrad  Seconded by: John Shantz | Carried | |

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|  | MNP as Auditors 2020-2021   * Deloitte selling small/medium business to MNP; MNP is the fifth largest firm in Canada; offices in Cambridge and Waterloo * Elaine Read transitioning to MNP; will remain partner in charge; new audit manager |  | |
|  | Resolution to acknowledge MNP as the Auditor for 2020-2021.  Made by: Ed Nowak  Seconded by: Ruth Konrad | Carried | |
|  | **6.3 CEO Report**  **Highlights and discussion** | |  |
|  | Government / Legislation   * Not-for-profit vs Profit: AdvantAge advocating wage parody with hospital in their budget; has caused significant unrest within the industry; conflict in approach from two associations; meeting with CEO of AdvantAge to express concern of the OLTCA; could be significant issue in fall election; government next step to move long-term care under the jurisdiction of hospitals; concern re: fund distribution | |  |
|  | COVID-19   * Waterloo Region receiving 10,000 – 12,000 vaccinations within the next week; Parkwood - Garden Homes received acknowledgement mobile unit will be scheduled | |  |
|  | Strategic Plan   * Reviewed discussion at retreat - focus on a combination of outstanding items * Fundraising: foundation of the organization; relationships with churches; meeting with pastors (as a group); * Kindness Initiative: legacy awards * Human Resources: identify gaps * Post COVID: moving from crisis to recovery; what will team need to recover; concern internally and external structure collapse if people leave industry * Mentorship: develop performance plans, career plans, mentoring new leaders * Accreditation: moving forward * Communication Framework: identify gaps * Excellence and Growth: resident programs; redesign retirement model; focus on care * Accountability: 2021 – 2022 budget; significant change in staffing (in 2020 – 2021); * Risk Framework: continue to identify * Guiding Governance: will be part of next year’s planning * Garden Homes: right to occupy * Innovation: continuation of technology plan (importance highlighted in covid) | |  |
|  | Resolution to approve the 2021 Strategic Plan Addendum.  Made by: Ken Frey  Seconded by: Fred Schiedel | Carried | |

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|  | Affordable Housing   * SEED Fund Application finalized; $150,000 application (first to CMHC); sending tomorrow morning with board approval of architect; Elaine to sign (application) * 30% affordable housing unit; balance at market rates; Tim Welch assisted in the development of the Performa budget; using 3.63% for calculations for mortgage | |  |
|  | Resolution to submit an application and CEO signing a letter of seed funding co-investment.  Made by: John Shantz  Seconded by: Ruth Konrad | Carried | |
|  | Architect   * Three applications; two presentations and two individual interviews * Reviewed reasons for selection - costs, additional costs, reputation of firm |  | |
|  | Resolution to approve the recommendation of the Building Committee to appoint MartinSimmons Architects as the project Architect.  Made by: Fred Schiedel  Seconded by: John Shantz | Carried | |
|  | Fundraising Activities:   * Review of Target Goal: Committee to further review the goal; organizational contribution * Review of Committee Development: Board pleased with the direction (Rick will be invaluable; Paula Curtis to provide coaching; consult fundraiser position to evolve into opening) | |  |
|  | Resolution to approve the Fundraising activities recommendations as needed:  1. Committee will make recommendation to the board regarding a target of the fundraising initiative  2. Committee to make a recommendation to the Board regarding the organizational commitment of 1 million from reserves to start the campaign  3. Co-Chairs of the Committee to be presented for approval – Marion Good and Bob Shantz  4. Rick Martin as spokesperson for the initiative.  5. A small strategy group of the fundraising committee to include 2 Co-Chairs appointed, Marion Good (Board Representative as Co-Chair), Bob Shantz (Board Representative, as Co-Chair) Ed Nowak, Rick Martin, Jim Erb and Elaine Shantz.  6. Additional members to be invited to form the Committee include Doug Shantz, Tim Kennel, Brenda Hallman, Deb Dueck; additional members can be invited; send recommendations to Marion Good or Bob Shantz.  Made by: Fred Schiedel  Seconded by: Ken Frey | Carried | |
|  | Motion to approve the CEO Report for Parkwood Mennonite Home Inc.  Made by: Jennifer Krotz  Seconded by: Nancy Mann | Carried | |

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| **7.** | **Ontario Health Teams (OHT)** |  | |
|  | KW4   * No update to report * Current focus on covid * Design committees moving forward | |  |
| **8.** | **Parkwood Affordable Housing** |  | |
|  | **Update**   * Please see CEO Report |  | |
| **9.** | **Committees** |  | |
|  | **Finance Committee**   * Meeting on March 10th, 2021 |  | |
|  | **Nominating Committee**   * Bob Shantz will complete his third - three-year tenure in June 2021 * Reviewed application; Brent Horst will be presented as candidate at the Annual General Meeting (June) |  | |
| **10.** | **Lightening Round** |  | |
|  | Ken Frey: no comment  Ed Nowak: encouraged by new leaders in the organization who have risen to the challenge  Nancy Mann: encouraged by the positive financials  Ruth Konrad: excited to hear about building project updates; congratulations to co-chairs  Fred Schiedel: pleased to see the implementation of rapid test program  Brent Martin: pleased with budget for the upcoming year  Erna Koning: congratulations to Fundraising Co-Chairs  Jennifer Krotz: congratulations to Nominating Committee  John Shantz: Congratulations to Nancy and the Nominating Committee  Bob Shantz: gratitude to Fred and the Building Committee for moving project forward  Elaine Shantz: reflection of outbreak at Parkwood; importance of being honest; stayed true to the values  Marion Good: thank you for the discussion, and the important decisions made this evening; Board is proud of the leaders and support | |  |
| **11.** | **Motion to Adjourn**  Motion to adjourn meeting at 8:46 p.m.  Made by: Bob Shantz  Seconded by: Ruth Konrad | Carried | |

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CEO in Camera

Board in Camera

# FAIRVIEW MENNONITE HOMES

# BOARD of DIRECTORS MEETING MINUTES #2021 – 581

# Thursday, February 25th, 2021

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| **Present:**  (electronically) | Marion Good (Chair)  Jennifer Krotz (Secretary)  Ed Nowak (Treasurer)  Bob Shantz (Vice-Chair) | Ken Frey  Ruth Konrad  Nancy Mann  Fred Schiedel  John Shantz |
| **Absent:** |  |  |
| **Staff:** | Elaine Shantz  Brent Martin | Erna Koning (minutes) |

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| **A.** | **CONTEXT OF MEETING:** |  | |
| **1.** | **Call to Order, Opening Remarks** |  | |
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| **2.** | **Approval of the Agenda** |  | |
|  | Motion to Approve the Joint Agenda.  Made by: Jennifer Krotz  Seconded by: John Shantz | Carried | |
| **3.** | **Devotions offered by Ken Frey** |  | |
|  | Elaine shared a prayer. | |  |
| 4**.** | **Minutes of Fairview Mennonite Homes Meeting #2021-580** |  | |
|  | Motion to approve the minutes of #2021-580 dated January 28th, 2021.  Made by: Ruth Konrad Seconded by: Fred Schiedel | Carried | |
| **5.** | **Business Arising**  Insurance: there will be no changes to the insurance this year; insurance companies are not accepting new policies. |  | |

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| **6.** | **Report from Leadership** |  | |
|  | **6.1 Executive Director Key Performance Indicators**  **Highlights and discussion** |  | |
|  | **Fairview Highlights**  **Long Term Care/Home and Community**   * Outbreak Status: currently no outbreak/suspect outbreak; grateful for the containment the teams have achieved through hard work; grateful for the prayers from the community * Occupancy Protection: will be extended past February 28th, 2021; anticipated confirmation from Ministry tomorrow; hard to fill empty beds; residents moving in with a higher acuity * Personal Support Worker Training: government has announced additional training * New Hires: Resident Services Attendants job description developed; position cannot complete personal care; ability to hire students from the St. Louis School class; additional staffing paid through covid funding * Rapid Antigen Testing: implemented February 16th; reviewed process and requirements * Security Company: security company acquired for screening (previously SALC staff) * Lydia Ann Baumann: passed away; she was 105 years old | |  |
|  | Motion to approve the Fairview Mennonite Homes Key Performance Indicators.  Made by: Bob Shantz  Seconded by: Ruth Konrad | Carried | |
|  | **6.2 Financial Statements**  **Highlights and discussion** |  | |
|  | **Fairview Highlights**  Long-Term Care   * Reviewed prevention and containment funding * Reviewed structural compliance funding (was not anticipated) * Continue to have additional staffing   Retirement Suites   * Review impact of covid * Suites Clinical Coordinator was not budgeted   Home & Community   * Distribution of overhead costs implemented | |  |
|  | Motion to approve the Fairview Mennonite Homes Financial Statements  Made by: Nancy Mann  Seconded by: Ruth Konrad | Carried | |
|  | MNP as Auditors 2020-2021   * Deloitte selling small/medium business to MNP; MNP is the fifth largest firm in Canada; offices in Cambridge and Waterloo * Elaine Read transitioning to MNP; will remain partner in charge; new audit manager |  | |
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|  | COVID-19   * Waterloo Region receiving 10,000 – 12,000 vaccinations within the next week; Fairview – apartment vaccinations on March 8th | |  |
|  | Strategic Plan   * Reviewed discussion at retreat - focus on a combination of outstanding items * Fundraising: foundation of the organization; relationships with churches; meeting with pastors (as a group); * Kindness Initiative: legacy awards * Human Resources: identify gaps * Post COVID: moving from crisis to recovery; what will team need to recover; concern internally and external structure collapse if people leave industry * Mentorship: develop performance plans, career plans, mentoring new leaders * Accreditation: moving forward * Communication Framework: identify gaps * Excellence and Growth: resident programs; redesign retirement model; focus on care * Fairview: land, long-term care beds * Accountability: 2021 – 2022 budget; significant change in staffing (in 2020 – 2021); * Risk Framework: continue to identify * Guiding Governance: will be part of next year’s planning * Innovation: continuation of technology plan (importance highlighted in covid) | |  |
|  | Resolution to approve the 2021 Strategic Plan Addendum.  Made by: Ken Frey  Seconded by: Fred Schiedel | Carried | |
|  | Human Resources   * Amy Abbott has resigned her position as Director of Care; personal decision * Difficult to hire for the position; Assistant Director of Care will move into the position temporarily with support from Nursing Consultant |  | |
|  | Motion to approve the CEO Report for Fairview Mennonite Homes.  Made by: Jennifer Krotz  Seconded by: Nancy Mann | Carried | |
| **7.** | **Ontario Health Teams (OHT)** |  | |
|  | CND   * Waterloo Region first to complete the long-term care and retirement home vaccinations * Hiring an Infection Prevention and Control Practitioner; joint funded; will work from the hospital | |  |
| **8.** | **Committees** |  | |
|  | **Finance Committee**   * Meeting on March 10th, 2021 |  | |
|  | **Nominating Committee**   * Bob Shantz will complete his third - three-year tenure in June 2021 * Reviewed application; Brent Horst will be presented as candidate at the Annual General Meeting (June) |  | |
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CEO in Camera

Board in Camera

**Chief Executive Officer (CEO) Board Report**

**Fairview Mennonite Homes**

**Parkwood Mennonite Home**

**February 2021**

**Government/Legislative Updates**

**LTC Beds**

On March 18, the government of Ontario announced plans to spend $933 million to create more beds in long-term care and upgrade facilities in the sector that's been devastated during the COVID-19 pandemic.

The money will go toward 80 projects and will help create 7,510 new beds in long-term care, upgrade 4,197 existing spaces, and reduce waitlists.

Premier Doug Ford called the initiative "historic," and said the projects would provide seniors with "the safe and modern living spaces they deserve."

The funding is part of the government's commitment to add 30,00 new long-term care beds over a decade.

Some of the projects include upgrades to older homes stemming from "lessons learned" around infection prevention and control during the pandemic, the government said, "particularly the elimination of three- and four-bed rooms."

Others projects will focus on adding beds to high-need area, creating spaces specifically for francophone and Indigenous communities and specialized care.

Fairview Mennonite Homes was one of the 80 projects announced, receiving an award of 108 new beds.

**See attached Letter Fairview Mennonite Homes – Cambridge Minister Letter - LTC Development Project 564 – March 18 2021**

**PSW Wages**

The $3 wage increase for PSWs in LTC during COVID has been extended from March 31 June 30.

**Commission Report**

It is expected the Commission will bring forward recommendations for LTC by the end of April.

**Provincial budget**

The province’s 2021 budget - set to be tabled before the end of March is said to build on government commitment to protect seniors and provide the highest quality of care.

**See attached OLTCA budget submission – Protecting and supporting or seniors: Now and in the future**

**COVID as at March 19 2021**

Waterloo Region continues in red zone. There are 3 active outbreaks in LTC/RH and 297 active cases in the Region.

**Rapid Testing**

LTC has been mandated to swab staff and essential caregivers 3 x each week. The guidelines have been changed to allow supervised self testing. Fairview Parkwood is continuing to follow the protocol of a Registered Staff person administering the test. As at time of writing, the homes are using the Pan Bio rapid test.

Research is beginning to show the Pan Bio – based on enhanced frequency administered – is proving to be as effective as the weekly PCR. However, a person testing positive with the Pan Bio is required to have a PCR as confirmation.

As schools and other workplaces in the Region are beginning to introduce the rapid test, it is expected the procedure and type of test will continue to unfold.

Fairview Parkwood clinics are running smoothly staffed by a Registered staff and an Administrative person, 7 days a week. On March 18 the homes increased the testing requirement for staff and essential caregivers that are not vaccinated to every time they come into the building. This is an added safety measure for both staff and residents. It is hoped this will encourage all staff to become vaccinated.

**See attached Rapid Antigen Screening Program** (for interest only)

**Vaccinations**

Fairview apartment, villas and garden homes residents have now received their first dose of the vaccination. The Court and PSA residents are required to attend the vaccination centres.

**See attached Phase 2 Vaccinations** (for interest only)

**Fairview Parkwood Legislative Updates**

**Ministry Inspection(s)**

No inspections to report

**Ontario Health Teams (OHT)**

**CND OHT**

No report

**KW4 OHT**

No report

**Quality Initiatives/Projects**

**Rapid Performance Development**

COVID time constraints brought about a need to complete leadership performance evaluations and personal planning in a streamlined efficient process. RPD was implemented. It is a 4-hour values-based program; 2 hours for reflection; 2 hours for planning. CEO is conducting these sessions with 6-8 leaders in a zoom meeting session. These are proving to be interactive sessions with great ideas and energy as the groups reflect on the past year, honour the year and look to the future. There will be 30 leaders attending, as well as several emerging leaders. At the end of the session – leaders have the opportunity to self identify for succession/career path planning as a third step in the process.

**See attached Rapid Performance Development template**

**Grant**

Parkwood was successful to receive a $12,000 grant for resident music program (P)

**LTC Development**

**As noted above Fairview Mennonite Homes has been awarded 108 beds. (F)**

**Parkwood Affordable Housing**

SEED application has been submitted to CMHC.

Region grant application will be submitted requesting waiver of development fees and funds to support for the affordable housing project. Budget is still in the development stages to determine amount requested.

Architect agreement is finalized with MartinSimmons. The first meeting of the Building Committee was held on March 17. Meetings will be held bi-weekly. Civil Engineer firm – K Smart Associates was selected. Landscape Architect selected is GSP Group. Initial design was reviewed and recommendations made by the Architect.

Project Advisor and CEO will plan to meet with the Mayor and CAO to confirm support from the City.

Financing Application to CMHC cannot be made until minor variance for the property is approved by the City.

Severance for Mortgage approval is required. CFO is in contact with first mortgage holder to request their permission to sever the vacant land parcel.

**Fundraising Activities**:

The fundraising committee will hold its first official meeting on March 26. Members confirmed are Ed Nowak, Bob Shantz Co-chairs; Marion Good, Rick Martin, Tim Kennel, Deb Dueck, Brenda Hallman, Doug Shantz. Jim Erb will participate as an advisor to the group. Ken and Gloria Martin declined the invitation due to time commitments. Paul Grespan declined. Consideration is still being given to include non-Mennonites on the Committee. Recommendations from the Board are welcome.

**Building updates**

Balcony on the retirement suites has started. Stucco work on suites and pool area is 50% complete. Centre dining room is complete. (F)

**Accreditation**

No further updates at this time.

**Human Resources**

**Director Resident Care**

Amy Abbott has completed her tenure at Fairview. Rozina Bhatia ADRC has accepted the role on a temporary basis with the support of the two retired nurse consultants. A search has begun with a recruitment firm. (F)

**Financial Statements**

**See attached February 2021 statements**.

**See attached 2021/2022 Budget recommended by Finance Committee to the Board.**

In addition to budget the Finance Committee will bring forward a recommendation to forgive the Parkwood loan to Fairview. Due to the announcement of LTC beds at Fairview this recommendation will be open for further discussion. (P)

**External Meetings**

Meetings February/March:

CEO was invited to be part of an OLTCA webinar panel discussion on Living Classrooms. Waterloo Catholic School Board personnel also participated.

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| **Meeting** | **Agenda** | **Involvement** |
| **Regular**  OLTCA Advocacy - monthly  KW4 Signatory - monthly  CND OHT Steering - biweekly  CND OHT Operations - biweekly  Community Practice – biweekly  Region Three Committee - monthly  Non-Hospital Table - daily  WR Health Control Group - biweekly | Campaign development  Design meeting  COVID Community Response  Finalizing budget  Facilitate home COVID issues  Not for profit support group  Emergency Response  COVID collaboration | CEO  ED (P)  CEO  CEO  ED (F) & CEO  ED (P)  CEO  CEO |
| **Task force** |  |  |
| OLTCA Human Resources Task Force | Ministry advocacy for staffing | CEO |

**Risk**

**Insurance:**

Garden Homes: Due to questions arising from residents, CFO in consultation with HUB issued a letter to clarify the insurance requirements of the life lease agreement. (P)

**See attached letter to Garden Homes Residents**

**Family Complaints reported to the CEO:**

HD Essential caregiver at Fairview sent a complaint to CEO regarding protocol to change the essential caregiver from one family member to another. CEO investigated and supported the protocol in place. HD is known to file complaints on a regular basis. There have been 6 complaints to the Ministry since January 1, 2021 with no outstanding unmet criteria. HD has been very harsh when speaking to leadership team members. A response has been sent to HD from CEO asking her to respect the protocol. (F)

**Other**

**Lang’s Parking Agreement:**

This agreement has been signed by both parties as approved at February 2021 Board meeting.