# Fairview Mennonite Homes and Parkwood Mennonite Home

# Board of Directors - Agenda

# Thursday, September 24th, 2020 - 6:00 p.m.

# Parkwood Seniors Community / Participation Electronically

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| 1. | Call the meeting to Order:  Fairview Mennonite Homes and Parkwood Mennonite Home  Opening Remarks | Elaine Shantz |
| 2. | Approval of Agenda   * Resolution to Approve joint agenda for Fairview Mennonite Homes and Parkwood Mennonite Home | Elaine Shantz |
| 3. | Executive Election | Elaine Shantz |
| 4. | Committee Reorganization | Marion Good |
| 5. | Devotions (next meeting Fred Schiedel) | Ed Nowak |
| 6. | Minutes (Thursday, August 27th, 2020)   * Resolution to Approve Fairview Mennonite Homes Minutes * Resolution to Approve Parkwood Mennonite Home Minutes | Bob Shantz |
| 7. | Business Arising | Bob Shantz |
| 8. | Report from Leadership |  |
|  | 8.1 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 |
| 9. | Parkwood Affordable Housing | Elaine Shantz |
| 10. | Ontario Health Teams   * KW4 – Update * CND | Elaine Shantz  Ken Frey |
| 11. | Lightening Round | Bob Shantz |
| 12. | Motion to Adjourn | Bob Shantz |

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| **2020 Dates to Remember** | | |
|  | **Thursday, October 22, 2020**  **Thursday, November 26, 2020** | Board Meeting  Board Meeting |

CEO in Camera

Board in Camera

# PARKWOOD MENNONITE HOME

# BOARD of DIRECTORS MEETING MINUTES #2020 – 261

# Thursday, August 27th, 2020

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| **Present:**  (electronically) | Marion Good (Chair)  Jennifer Krotz (Secretary)  Ed Nowak (Vice Chair)  Bob Shantz (Treasurer) | 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 to order at 6:01 p.m.  The meeting was hosted at Parkwood Mennonite Home; all members of the Board of Directors have consented to hold the August 27th, 2020 meeting virtually. | |  |
| **2.** | **Approval of the Agenda** |  | |
|  | Motion to Approve the Joint Agenda.  Made by: Fred Schiedel  Seconded by: John Shantz | Carried | |
| **3.** | **Devotions offered by Nancy Mann** |  | |
|  | Nancy shared the passage Ephesians 4-1.  She invited each Board member to consider ‘what is their calling’, despite the many challenges; important to work towards serving faithfully.  For our organization, the calling is defined in our mission and welcome statement. We work together to fulfill this calling. | |  |
| 4**.** | **Minutes of Parkwood Mennonite Home Meeting #2020-260** |  | |
|  | Motion to approve the minutes of #2020-260 dated July 22nd, 2020.  Made by: Bob Shantz Seconded by: Nancy Mann | 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**  *COVID-19*   * Staff member is off work as daughter tested positive; household remains in isolation   CMI   * Home has increased CMI by 5 points (full increase); will result in a significant increase for the nursing envelope * Justyna Z. has worked extremely hard; has taken about 2 years to reach this goal   *Ministry Inspection*   * Inspection report has been received: 1 order (resident to resident abuse); 7 written notifications * Concerns were noted when findings were reviewed * Plan has been developed; implementation has started   Leadership Change   * Reviewed leadership change | |  |
|  | **Retirement**  *Occupancy*   * Occupancy remains strong   *Home and Community*   * Home & Community program started * Lessons learned at start of program have initiated change in the model * Team working to ensure resident care remains consistent * Growth in program can only occur if another provider is struggling and releases clients | |  |
|  | Motion to approve the Parkwood Mennonite Home Key Performance Indicators.  Made by: Nancy Mann  Seconded by: Bob Shantz | Carried | |
|  | **6.2 Financial Statements**  **Highlights and discussion** |  | |
|  | **Parkwood Highlights**   * Pleased with current position * Occupancy has been strong (long term care and retirement) * Long term care is carrying most of the covid expenses * Parkwood received additional covid funding because of 2 outbreaks * Acknowledged some normal expenses have not transpired; offset covid expenses * Increase in funding as a result of CMI will start in August | |  |
|  | Motion to approve the Parkwood Mennonite Home Financial Statements  Made by: John Shantz  Seconded by: Ed Nowak | Carried | |
|  | **6.3 CEO Report**  **Highlights and discussion** | |  |
|  | *Classic Cars Event*   * Thank you to Fred * Event was very well received | |  |
|  | *COVID-19*  *Wave 2*   * Assessment sent to the LHIN; LHIN consolidating reports * Common concern across industry is human resources * Concerned about burn out of leadership teams (adjusting to protocols; inspection after outbreak; financial implications)   *Testing*   * Communities continue to be tested   Dining   * Challenge to keep residents six feet apart | |  |
|  | Ontario Health Team (OHT)  *KW4*   * Submitting a full application (will require board approval); due September 18th, 2020 * Currently has about 30 members including RIA, universities, 3 townships and a rural component * Recommendation to stay with KW4 | |  |
|  | *Family Concern*   * Resident is 103; lives in long term care * Family member would like to spend time with resident, however is refusing to wear a mask or have a covid test; escalates with change; bizarre threats * Handling with care; family involved (daughter); will be involved in all conversations moving forward | |  |
|  | *Human Resources*   * Change in leadership * Families are welcoming of new ED * Leadership team is adjusting | |  |
|  | *Kindness Walk*   * Moving forward September 26th and 27th, 2020 * Small scale * Funds raised are designated to covid costs | |  |
|  | *Meetings*   * Prioritizing meeting schedule to ensure organization remains an active member for all necessary meetings |  | |
|  | Motion to approve the CEO Report for Parkwood Mennonite Home.  Made by: Jennifer Krotz  Seconded by: Ruth Konrad | Carried | |
| **7.** | **Craigwiel Gardens** |  | |
|  | * CEO has been approached by Ron and Jamie Schlegel about a potential opportunity at Craigwiel Gardens * Embarking on a re-build; have submitted request for a donation * Concern about Home being financially sustainable as a ‘stand alone home’ * Schlegel inquiring if Fairview Parkwood Communities would be interested in sharing the Resource Team with Craigwiel to provide additional support * Discussion regarding logistics, due diligence, potential efficiencies and continued growth of the organization * Board of Directors does not want relationship to have conditions   *Next Steps*   * Jamie and Ron will speak to the Craigwiel Gardens Board of Directors * If Fairview Parkwood Board of Directors is interested; next step would be to introduce the two Boards |  | |
| **8.** | **Annual General Meeting** |  | |
|  | * Agenda shared and reviewed * Karyn Lumsden, VP Home & Community (WWLHIN) will be keynote speaker |  | |
| **9.** | **Lightening Round** |  | |
|  | Nancy Mann: pleased to see new initiatives moving forward  Jennifer Krotz: thank you to Fred; event was well done  Fred Schiedel: thank you to all the board members to who helped out at the event  Ed Nowak: congratulations on essential visitor program; continue to be advanced  Ruth Konrad: congratulations on the CMI increase  Bob Shantz: thank you to Fred for the event  Ken Frey: reflected on the change within the leadership team; not an easy step to ask someone to separate from a team  John Shantz: impressed with the continued positivity; thank you to Fred  Erna Koning: thank you to Fred  Brent Martin: looking forward to new office space  Elaine Shantz: reflected on change in leadership team; grateful for the support through the process; not a decision that is made lightly  Marion Good: thank you Fred (officially from the Board); reflected on the importance maintaining partnerships and collaboration | |  |

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| **10.** | **Motion to Adjourn**  Motion to adjourn meeting at 8:36 p.m.  Made by: Nancy Mann  Seconded by: Jennifer Krotz | Carried |

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| **2020 Dates to Remember** | | |
|  | **Monday, September 21, 2020**  **Thursday, September 24, 2020**  **Thursday, October 22, 2020**  **Thursday, November 26, 2020** | Annual General Meeting  Board Meeting  Board Meeting  Board Meeting |

CEO in Camera

Board in Camera

# FAIRVIEW MENNONITE HOMES

# BOARD of DIRECTORS MEETING MINUTES #2020 – 576

# Thursday, August 27th, 2020

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| **Present:**  (electronically) | Marion Good (Chair)  Jennifer Krotz (Secretary)  Ed Nowak (Vice Chair)  Bob Shantz (Treasurer) | 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 to order at 6:01 p.m.  The meeting was hosted at Parkwood Mennonite Home; all members of the Board of Directors have consented to hold the August 27th, 2020 meeting virtually. | |  |
| **2.** | **Approval of the Agenda** |  | |
|  | Motion to Approve the Joint Agenda.  Made by: Fred Schiedel  Seconded by: John Shantz | Carried | |
| **3.** | **Devotions offered by Nancy Mann** |  | |
|  | Nancy shared the passage Ephesians 4-1.  She invited each Board member to consider ‘what is their calling’, despite the many challenges; important to work towards serving faithfully.  For our organization, the calling is defined in our mission and welcome statement. We work together to fulfill this calling. | |  |
| 4**.** | **Minutes of Fairview Mennonite Homes Meeting #2020-575** |  | |
|  | Motion to approve the minutes of #2020-575 dated July 22nd, 2020.  Made by: Ed Nowak Seconded by: Fred Schiedel | Carried | |

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| **6.** | **Report from Leadership** |  | |
|  | **6.1 Executive Director Key Performance Indicators**  **Highlights and discussion** |  | |
|  | **Fairview Highlights**  **Long Term Care**  *COVID-19*   * Staff member (retirement) has a suspect positive covid case; has been re-tested; all residents are in isolation; families have been notified * Staff member is off work as daughter tested positive; household remains in isolation * Part of virtual care pilot program in partnership with physicians and essential providers (providing services without entering community)   *Essential Visitor Program*   * Application process for family members / loved ones who provided essential care prior to covid (25 applicants approved) * Program has been well received   *Census*   * Currently census is 95.79; government has acknowledged that census does not count in the first wave; admission plan in place * Home has had 15 deaths since January, none related to covid   *CMI*   * Realized full increase of 5 points; will have significant impact on nursing envelope   *Wage Increase*   * Worked with the newly formed Employee Committee to finalize benefits * Will start in September; increase is retroactive | |  |
|  | **Retirement/Apartments**  *Occupancy*   * Continues to be strong * Independent Apartments: 5 - 6 apartments rented with specific move-in dates * Preston School Apartments: 1 available | |  |
|  | Motion to approve the Fairview Mennonite Homes Key Performance Indicators.  Made by: John Shantz  Seconded by: Fred Schiedel | Carried | |
|  | **6.2 Financial Statements**  **Highlights and discussion** |  | |
|  | **Fairview Highlights**   * Pleased with current position * Occupancy has been strong (retirement, suites, independent living) * Long Term Care is carrying most of the covid expenses * Acknowledged some normal expenses have not transpired; offset covid expenses * Lost revenue in transportation and memberships * Connections Program Staff worked as screeners and retrofit of the pool | |  |
|  | Motion to approve the Fairview Mennonite Homes Financial Statements  Made by: Bob Shantz  Seconded by: Ruth Konrad | Carried | |
|  | **6.3 CEO Report**  **Highlights and discussion** | |  |
|  | *Classic Cars Event*   * Thank you to Fred * Event was very well received | |  |
|  | *COVID-19*  *Wave 2*   * Assessment sent to the LHIN; LHIN consolidating reports * Common concern across industry is human resources * Concerned about burn out of leadership teams (adjusting to protocols and financial implications)   *Testing*   * Communities continue to be tested   Dining   * Challenge to keep residents six feet apart | |  |
|  | Ontario Health Team (OHT)  *CND-OHT*   * Funding has been received; to date all participating organizations paid ‘tax’ to cover costs * Working towards one governance body by fall | |  |
|  | *Lang’s Lease*   * Negotiations ongoing; anticipate signing by end of week | |  |
|  | *Kindness Walk*   * Moving forward September 26th and 27th, 2020 * Small scale * Funds raised are designated to covid costs | |  |
|  | *Meetings*   * Prioritizing meeting schedule to ensure organization remains an active member for all necessary meetings |  | |
|  | Motion to approve the CEO Report for Fairview Mennonite Homes.  Made by: Jennifer Krotz  Seconded by: Ruth Konrad | Carried | |
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|  | * CEO has been approached by Ron and Jamie Schlegel about a potential opportunity at Craigwiel Gardens * Embarking on a re-build; have submitted request for a donation * Concern about Home being financially sustainable as a ‘stand alone home’ * Schlegel inquiring if Fairview Parkwood Communities would be interested in sharing the Resource Team with Craigwiel to provide additional support * Discussion regarding logistics, due diligence, potential efficiencies and continued growth of the organization * Board of Directors does not want relationship to have conditions   *Next Steps*   * Jamie and Ron will speak to the Craigwiel Gardens Board of Directors * If Fairview Parkwood Board of Directors is interested; next step would be to introduce the two Boards |  | |
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CEO in Camera

Board in Camera

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

**Fairview Mennonite Homes**

**Parkwood Mennonite Home**

**August 2020**

**Government/Legislative Updates**

**COVID -19: Provincial government made significant changes to Directive 3 regarding visitors in LTC followed by changes in the RH sector as well. Fairview Parkwood policies and protocols have been updated on the website for Board reference.**

**LTC Outbreaks: Ontario appears to be** entering a second COVID wave or wavelet; 11 homes in Ottawa are in outbreak and as of this week 35 homes in the province were in outbreak. (As well 19 Retirement Homes.) One home Extendicare West End Villa in Ottawa has at least 27 residents and three staff members tested positive. This home is older but only has four rooms that have over two people in them. ADM LTC Operations has been reaching out warning operators to get ready. This is very concerning and Advantage and OLTCA have reached out to the Minister’s office indicating once again that our sector is not ready for a second wave and government assistance is needed.

From Fairview Parkwood perspective there is concern with the opening of LTC homes to visitors, risk is increased. Both campuses have been successful to approve and educate essential caregivers. Individuals approved are very cautious, tested every two weeks and fully aware of the risk. However, the new short stay absences are of concern; residents can go out with individuals not swabbed and are not required to be isolated upon their return. Given the rise in COVID cases we are educating and pleading with families to be cautious. There have been several cases in our Region where a resident has gone out and returned, testing positive within the next few days. CEO has written a letter to families. **See attached letter.**

On a positive note additional one-time funding has been awarded. Fairview should receive: $43,800 and Parkwood $85,000.  The difference is the outbreak at Parkwood.

**LTC Development – New Application Deadline and Funding Policy:** Acting ADM Michelle-Ann Hylton issued memo to all LTC homes indicating that the deadline for the 2019 Application for Long-Term Care Home Development is closing September 25, 2020.

CEO has initiated a follow-up email for conversation with ADM Brian Pollard. To date, there has not been a response. (F)

A document has been received from the Ministry with most frequently asked questions about the new capital funding. **See attached.**

**Ministry Inspection:** Further to the complaint and critical incident inspection at Parkwood it was discovered the Corrective Action plan was not completed; due date for abuse education was September 18th. This fell through the cracks, with the recent changes in leadership. DRC has requested an extension. DRC has completed a revised action plan on September 17th. **See attached compliant inspection plan**. (P)

Ministry of Health inspector is at Fairview completing two critical incident reviews. The interim Director(s) of care were in place for less than a week before her arrival. There is some speculation that when a change in leadership is announced the Ministry finds a way to come on site. (F)

**Ontario Health Teams (OHT):** CND OHT: Each OHT is required to sign a collaborative decision-making arrangement. The Operations Committee is in the process of developing the agreement. This will be completed and signed by the CEO (or other party if appropriate) of each organization. Due date for submission is September 30, 2020. (F)

KW4 OHT: The application was submitted on September 18, 2020. Board approval was given for Parkwood to continue as a partner signatory via email. Marion Good Board Chair signed on behalf of the organization. **See copy of application attached**. (P).

**Quality Initiatives/Projects**

**Home and Community:** An evaluation of the first year of Home and Community at Fairview was completed by KPMG with high praise for the program. The positive feedback from all groups is highlighted on **pages 37-47** of the final report. Leadership has been invited to engage in further discussion on future opportunities. **See attached evaluation**. (F)

Parkwood home and community continues to struggle with staffing. The hospitals are hiring a significant number of staff, in anticipation of Wave 2. This is creating a challenge for LTC and RH across the province. (P)

**Parkwood Affordable Housing**: Parkwood Building team met to discuss the initial design concept. A few changes were determined. GSP Group and architect were asked to make revisions. This has been received. The design concept for consideration is 86 beds. CEO and Bill Green Project Consultant have a meeting set with the City of Waterloo to discuss. As well, CEO and CFO will meet with Region to explore financial models. Both meetings are scheduled in September as next steps. **See attached**. (P)

As we consider a housing project at Parkwood, there is a need to understand the market analysis. Currently we receive a basic report from CORE group indicating occupancy in the area. Parkwood continues to excel in this group. **See attached.** Further research will be required for a more in-depth analysis.

**Langs Lease Proposal:** Continued conversation is taking place between Bill Davidson from Langs and CEO. Langs has come to a 10-year agreement with the school board for the other piece of property. A recommendation will be brought forward to the lease proposal committee. (F)

**Building updates:** The Court balconies are in process of being removed and replaced. The third row of balconies have been poured at the rear of building. (F)

The St. Louis classroom in the basement of Fairview is completed. The basement has been painted and flooring replaced. Furniture will complete the room for occupancy on October 6th. (F)

The Suites balcony expansion is started. There is extra work needed due to the discovery that the front post supports are decaying. An additional quote has been requested.

Replacement flooring for the Suites lobby is booked for September 22nd. (F)

**Resource team offices:** The lease has been finalized with RBJ Schlegel. Chris is in the process of finalizing flooring, cabinets for the kitchenette and paint colours. The building permit has been applied for and the trades and crews will begin as soon as it is received. We are still cautiously optimistic offices will be ready for occupancy by the end of October. In the meantime, CEO has an office at Parkwood, CFO and Director Administration are using the Parkwood boardroom. The finance team continues to work from home.

**Human Resources**

**Director of Care:** Director of Care at Parkwood was terminated as discussed, under separate cover, through email. Agreement has been signed back with one small change to vacation entitlement. (P)

Michelle Rak Director of Care at Fairview has moved to Parkwood. Sharon Walker is Acting Director Resident Care at Fairview with support of Dale Shantz. The position has been posted. (F)

**Financial Statements**

As attached.

**Internal and External Meetings**

**CEO Committees:** CEO was elected to the Advocacy Committee for the Ontario Long Term Care Association. Brent Gingerich is chair of the Board and submitted the nomination. This committee’s mandate is to advocate directly for the sector with the Ministry of Health. Although busy with local committee participation, it is an opportunity to connect with the Ministry on a provincial level.

Current Committee membership of CEO includes: Non-Hospital Health Response Team, Waterloo Region Health Control, CND OHT Operations and Steering Committee, KW4 signatory team member and CND Hospital to LTC task force.

**Meetings in August/September**

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| **Meeting** | **Agenda** | **Involvement** |
| **New (one time)** |  |  |
| OLTCA annual meeting | Business meeting | CEO |
| OLTCA Human Resources Task Force | Staffing shortages in LTC | CEO |

Note: Regular meeting schedule has been removed from this report.

**Risk**

Insurance renewal: It was our expectation that our insurance premiums would increase this year due to COVID. In the last week we were required to answer a number of questions, prior to Northbridge providing a quote. A date has been set for HUB to present the quote for the coming year to CFO and CEO. **See attached list of questions and responses.**

HUB has been invited to attend our October Board meeting.