# Fairview Mennonite Homes and Parkwood Mennonite Home

# Board of Directors - Agenda

# Thursday, April 22nd, 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 Inc.
 | Marion Good |
| 3. | Devotions (next meeting Ruth Konrad) | Marion Good |
| 4. | Kindness Survey Results | Olivia McIvor |
| 4. | Minutes (March 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. CEO Report
* Resolution to approve to Fairview Mennonite Homes
* Resolution to approve to Parkwood Mennonite Home Inc.
 | Elaine Shantz |
| 7. | Committee ReportsBuilding Committee* Update
* Apartment mix

Fundraising Committee * Update
* Naming opportunities
* Potential Donors
 | Fred SchiedelEd Nowak/Bob Shantz |
| 8. | Annual General Meeting* Letter of Invitation
* Annual Report Update
* By-Laws (anticipated amendments)

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| 9. | Lightening Round | Marion Good |
| 10. | Motion to Adjourn | Marion Good |

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| **2021 Dates to Remember**  |
|  | **Thursday, April 22nd, 2021****Thursday, May 27th, 2021****Wednesday, June 9th, 2021** **Thursday, June 24th, 2021****Thursday, September 23rd, 2021****Thursday, October 28th, 2021****Thursday, November 25th, 2021** | Board MeetingBoard MeetingAnnual General MeetingBoard MeetingBoard MeetingBoard MeetingBoard Meeting |

CEO in Camera

Board in Camera

# PARKWOOD MENNONITE HOME

# BOARD of DIRECTORS MEETING MINUTES #2021 – 267

# Thursday, March 25th, 2021

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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 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 March 25th, 2021 meeting virtually (zoom). |  |
| **2.** | **Approval of the Agenda**  |  |
|  | Motion to Approve the Joint Agenda. Made by: Fred Schiedel Seconded by: Ruth Konrad  | Carried |
| **3.** | **Devotions offered by Ken Frey**  |  |
|  | Ken Frey shared a meditation of hope with the Board of Directors.  |  |
| 4**.** | **Minutes of Parkwood Mennonite Home Inc. Meeting #2021-266**  |  |
|  | Motion to approve the minutes of #2021-266 dated February 25th, 2021. Made by: John ShantzSeconded by: Fred Schiedel It was noted the original minutes state that Bob Shantz was resigning from the Board of Directors. The minutes have been corrected to reflect he is completing his tenure.  | Carried |
| **5.** | **Business Arising** No business arising.  |  |

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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** * Occupancy: long term care protection expected to be extended to August 31, 2021; working to maintain occupancy; 1-2 private rooms kept open for resident isolation; had outbreaks in February; admissions have resumed
* Rapid antigen testing initiated
* Scheduling and Staff: health human resources continuing to be a challenge
* Complaint: follow up from February meeting; resident passed away; ED, Christine Normandeau, invited to and attended the funeral; Coroner spoke with Medical Director; anticipating a report; no evidence of injury or bruising; Coroner spoke with family and closed file; currently no correspondence
 |  |
|  | **Suites** * Occupancy: staging; upgrading appliances, carpet
* Investigating marketing blitz to increase occupancy
 |  |
|  | Motion to approve the Parkwood Mennonite Home Inc. Key Performance Indicators. Made by: Fred SchiedelSeconded by: Nancy Mann  | Carried |
|  | **6.2 Financial Statements** **Highlights and discussion**  |  |
|  | **Parkwood Highlights** **Long-Term Care*** February was a positive month
* Recapture amount - $27,000
* CMI increase; used covid funds for staffing

**Retirement Suites** * Deficit due to vacancy rate
* Showing positive, due to Home & Community revenue that was not budgeted; offsetting vacancy lost revenue
* Additional expenses for care and cleaning related to covid

**Garden Homes** * Continue to do well; no maintenance done this year
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|  | Motion to approve the Parkwood Mennonite Home Inc. Financial Statements Made by: Ed NowakSeconded by: Nancy Mann | Carried |

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|  | **6.3 CEO Report** **Highlights and discussion** |  |
|  | **Provincial Budget** * Focus on long-term care, budget recognized the need for additional funding
* Increase in staff (PSW and Registered) hours to 4 hours, part of 4-year plan; this year’s allocation will increase hours to about 3 years (of the 4 hours)
* CEO member of ‘Red Tape Group’; making recommendations to the Ministry
* Capital Development – 2.6 billion $ (1.75 billion has been previously announced)
* COVID Funding - additional 650 million $ for continued IPAC, PSW enhancement
* Third Party Screening with security is concluding
* Occupancy protection is anticipated to be extended to August 31, 2021
 |  |
|  | **Rapid Performance Development** * Sessions going well
* Two sessions over two days with four groups
* First day focuses on reflection and second day focuses on planning
* Took COVID in stride; people solved problems; great ideas
* Values based reflection; key focus on kindness (self, team, community)
 |  |
|  | **Affordable Housing** * SEED applications have been submitted; no response to date
* Finance moving forward (applying for 2 million $ towards affordable housing; development fees to be waived by the Region)
* CMHC on hold until the minor variance is approved; pending severance of property
* Building Committee has approved civil engineer and land scape architect
* Initial meeting held last Wednesday; architects has requested proposals for project management (construction management); will review and select completing composition of committee; construction management will be vital in providing costing of design
* COVID had significant impact on construction industry; efficient design will be key
* Thank you to Fred for chairing the meetings and leading the Building Committee
 |  |
|  | **Fundraising Committee** * Ed Nowak and Bob Shantz are Fundraising Committee Co-Chairs
* Initial meeting tomorrow morning will include introductions; fundraising goal; potential donors (significant asks to be completed prior to official launch)
* Fundraising for Affordable Housing (CMHC which as a reduction in interest rate; 50-year amortization); fundraising helps to maintain a standard that is higher then normal affordable housing at Parkwood
* Fundraising for Long-Term Care requires equity to move forward (do not have owner’s equity to receive return); will not receive funds to refurbish the existing building; concern of optics of fundraising for a building organization is receiving funds for
* Important to plan strategy to avoid asking for donations twice (first for Parkwood, then for Fairview)
* Strategy will be reviewed by Fundraising Committee
 |  |
|  | Loan Forgiveness * Discussion re: potential loan forgiveness; no changes to structure
 |  |
|  | Motion to approve the CEO Report for Parkwood Mennonite Home Inc.Made by: Nancy Mann Seconded by: John Shantz  | Carried |
| **7.** | **Committee Updates**  |  |
|  | Finance Committee* Met on March 10; minutes in package
* Reviewed list of assumptions; budgeting as if there is no covid (1 million $ less without covid funding received past year); potential .05 per diem; CMI has increased; not budgeting for investment income (appreciation); recognizing money on GIC each month
* Resource Team will be shown as a separate line item moving forward to show cost incurred
* Detailed capital budget prepared – reviewed by Committee
 |  |
|  | Motion to approve the budget as presented by the Finance Committee. Made by: Ruth KonradSeconded by: John Shantz  | Carried |
|  | The recommendation brought forward has been withdrawn after consultation with the board.  |  |
|  | Motion to approve Parkwood Mennonite Home will accept the forgiveness of interest on the loan from Fairview Mennonite Homes for the year April 1, 2020 to March 31, 2021.Made by: Bob ShantzSeconded by Ed Nowak  |  |
|  | **Building Committee*** Please see CEO report
 |  |
|  | **Fundraising Committee** * Initial meeting tomorrow
* Committee open for new members, including non-Mennonite members
 |  |
| **10.** | **Lightening Round** |  |
|  | Ken Frey: no comment Ed Nowak: thank you for sharing developments in rapid antigen testing Nancy Mann: rapid antigen testing is a positive addition to screening Ruth Konrad: thank you to Brent and the Finance Team especially during covid Fred Schiedel: thank the new Fundraising Committee; makes the project feasible Brent Martin: thank you for kind words; expressed appreciation for understanding of current circumstances Jennifer Krotz: express appreciation to everyone who worked on budget that can approved so easily John Shantz: thank you to Brent for budget preparation; appreciate learning about rapid antigen testing Bob Shantz: thank you for sharing information about rapid performance development Elaine Shantz: invite Olivia McIvor to next meeting; results for the kindness surveys; pleased with initial results; large front-line presence – brave to do during covid; continued affirmation that team worked together and flourished Marion Good: thank you for all the hard work three years ago for the bed application including Cynthia  |  |
| **11.** | **Motion to Adjourn** Motion to adjourn meeting at 8:36 p.m. Made by: Jennifer Krotz Seconded by: Fred Schiedel  | Carried |

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| **2021 Dates to Remember**  |
|  | **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 MeetingBoard MeetingAnnual General MeetingBoard MeetingBoard MeetingBoard MeetingBoard Meeting |
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CEO in Camera

Board in Camera

# FAIRVIEW MENNONITE HOMES

# BOARD of DIRECTORS MEETING MINUTES #2021 – 582

# Thursday, March 25th, 2021

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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 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 March 25th, 2021 meeting virtually (zoom). |  |
| **2.** | **Approval of the Agenda**  |  |
|  | Motion to Approve the Joint Agenda. Made by: Fred Schiedel Seconded by: Ruth Konrad  | Carried |
| **3.** | **Devotions offered by Ken Frey**  |  |
|  | Ken Frey shared a meditation of hope with the Board of Directors.  |  |
| 4**.** | **Minutes of Fairview Mennonite Homes Meeting #2021-581**  |  |
|  | Motion to approve the minutes of #2021-581 dated February 25th, 2021. Made by: John ShantzSeconded by: Fred Schiedel It was noted the original minutes state that Bob Shantz was resigning from the Board of Directors. The minutes have been corrected to reflect he is completing his tenure.  | Carried |
| **5.** | **Business Arising** No business arising.  |  |

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| **6.** | **Report from Leadership** |  |
|  | **6.1 Executive Director Key Performance Indicators** **Highlights and discussion**  |  |
|  | **Fairview Highlights****Long Term Care** * Occupancy: long term care protection expected to be extended to August 31, 2021; working to maintain occupancy; 1-2 private rooms kept open for resident isolation
* Inspection: public health inspection
* Complaints: one family makes a significant number of complaints; family has anxiety
* Rapid antigen testing initiated
* Screening: security company hired
 |  |
|  | **Apartments** * Occupancy: increasing number of deaths/discharges; residents are more frail
* Consistent with balance in the industry
 |  |
|  | Motion to approve the Fairview Mennonite Homes Key Performance Indicators. Made by: Bob ShantzSeconded by: Ruth Konrad  | Carried |
|  | **6.2 Financial Statements** **Highlights and discussion**  |  |
|  | **Fairview Highlights** **Long-Term Care*** February was a positive month
* Strong surplus; continuing to receive prevention and containment funding related to covid; working to reconcile

**Retirement Suites*** Strong occupancy; added staff to meet covid restrictions (social distancing); additional management position implemented

**Apartments** * Occupancy remains strong; income as expected

**Connections** * Currently has a surplus; adjustments will be reflected in March

**Home & Community** * Positive stream of income
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|  | Motion to approve the Fairview Mennonite Homes Financial Statements.Made by: John ShantzSeconded by: Ruth Konrad |  |

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|  | **6.3 CEO Report** **Highlights and discussion** |  |
|  | **Allocation of Beds at Fairview – Letter** * Government (funding) support is ‘back-end loaded’; funding released when the first resident is ready to move in
* Have received letter from Brian Pollard
* Allocation is approved; received development agreement (meet everything in the agreement); compliance must be maintained; Ministry will continue to review the application for the project – both licencing approval (extend existing 30 years) and Building approval (plans); approval from region and city will be required
* Next steps: Ministry will establish timeline; peer review of the plan/concept with Bill Green and Richard Hammond (Cornerstone); review of financial information; keep building committee meetings for long-term care separate from Parkwood Affordable Housing; Bill Green willing to work on the start of the project (not construction)
 |  |
|  | Motion to approve a resolution to sign the Long-Term Care Development Letter - Project Number 564. Letter to be returned to the Ministry of Long-Term Care, signed by Board Chair and CEO within the 10-day return window. Made by: Jennifer KrotzSeconded by: Fred Schiedel  |  |
|  | **Provincial Budget** * Focus on long-term care, budget recognized the need for additional funding
* Increase in staff (PSW and Registered) hours to 4 hours, part of 4-year plan; this year’s allocation will increase hours to about 3 years (of the 4 hours)
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CEO in Camera

Board in Camera

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

**Fairview Mennonite Homes**

**Parkwood Mennonite Home**

**March 2021**

**Government/Legislative Updates**

**LTC Beds**

There are 210 capital redevelopment and new projects that have been allocated during the tenure of the pc provincial government; 30 are in the build stage. There are still many C bed homes that have not been approved. The government has not given any indication about further announcements.

It has been disclosed there will be webinars for operators who have been allocated beds, to educate on the next step of the process.

Design standards will not change for those homes under construction, or those homes “well into” the design stage. The government has not disclosed when or if the design standards will change. A National Standards Group has been struck to review design standards across the country. There is some concern this may undermine/slow down capital redevelopment.

The Federal Budget is setting aside 1-2 billion for LTC in their new budget. This will be tied to design standards. It is expected that provinces will need to agree to implement new National Standards to receive this funding.

Board Chair and CEO signed-back the letter to Ministry of Health, acknowledging the terms of the bed allocation for 108 beds at Fairview. This has been acknowledged as received by the Ministry. The Ministry has confirmed receipt and will provide next steps. There has been no further communication. A slower pace for this project will fit well to space things out with our Parkwood Affordably housing schedule.

On April 16 the KW Record published an article connecting the bed announcement with COVID-19 outbreaks.

**See attached: LTC Development – signed Letter of Acceptance**

**See attached: Bed Announcement - KW Record Article re 281 Beds awarded**

**COVID as at April 15, 2021**

The Ministry made changes to Directive 3. The definition of an outbreak in long-term care is now two or more lab-confirmed cases (resident, staff and/or visitor) in a home, within a 14-day period, that have an epidemiological link and where at least one person could have reasonably acquired their infection in the home.

At the same time, the definition of a suspect outbreak will include instances of a single resident case. Public health units will continue to be responsible for declaring an outbreak.

This change will provide some relief and mean a better quality of life for residents, and support continued efforts to move people into homes from both hospitals and communities while keeping people safe.

Additional changes focused on residents living a better life – being able to go out to medical appointments and not be isolated upon return; outdoor visits and walks and new admissions not needing to be tested prior to admission.

It is expected there will be additional changes forthcoming in the near future. OLTCA and Advantage are advocating for removal of the single site work place. It is expected that additional changes will be tied to those who are vaccinated.

A Call to Action has taken place for LTC homes to admit residents from hospital, filling vacant beds. This is intended to support hospital in Wave 3. All homes were required to submit an admission plan to Ontario Health. Homes that had significant outbreaks have 20-40 beds to fill. Fairview and Parkwood have implemented their plan and are not falling under Ministry scrutiny.

**See attached: Directive # 3**

**See attached: MHLTC Memo Call to Action**

**See attached: Non-Hospital Table Newsletter (for information only)**

**Outbreak**

As at time of writing Fairview is in suspect outbreak with one positive case. The staff person tested position in the rapid testing upon arrival at work. This was later confirmed with a PCR test. Staff is symptomatic and is off work isolating at home. Her mother (who lives with her) tested positive as well; at this time is asymptomatic. One child is negative and results are pending for other children. Staff result for variant has not returned. (F)

Four residents in LTC have been placed in isolation and are swabbed daily. All results have been negative, as at day 5. (F)

**Vaccinations**

The provincial average for staff vaccinations is 79%. There is a wide fluctuation between homes. Homes that have experienced significant outbreak are 100% vaccinated and other homes as low as 4%.

Fairview and Parkwood are higher than 79% - with the exception of Parkwood RH. As an organization we have implemented a declaration to be signed by all staff who are not vaccinated.

The most recent positive case at Fairview has prompted additional staff to make appointments for vaccination. (F)

**See attached Declaration of Vaccination**

**Fairview Parkwood Legislative Updates**

**Ministry Inspection(s)**

No inspections to report.

**Ontario Health Teams (OHT)**

**CND OHT**

Discussion at the operations group focused on expansion of CND OHT membership with questions on the right number of new affiliates and members. There is lots of interest from organizations who would like to become affiliates.

There is one formal expression of interest from an affiliate to become a member and 3-4 non-members who wish to become affiliates. The JBC agreed that any new members would be required to pay the membership fee, as current members did when they joined.

The biggest challenge with growth is to determine how the role of governance changes. How many members should sit on the JBC – currently there are 18.

Operations group is recommending that new membership is held at two (2); affiliates who are willing to commit to active participation will be invited to join, with no cap on the number. This will go to Steering Committee and then JBC for further consultation and approval. (F)

**KW4 OHT**

CEO attended KW4 Monthly meeting. The format of this meeting continues to be very different from CND OHT. The Steering Committee made up of community members tends to meet and make decisions. The meeting is for information purposes only. There is clearly a learning process as this OHT unfolds. The Steering Committee announced the hiring of an Executive Director for the OHT. There is an undercurrent of dissatisfaction with this decision as it is not current practice with the other OHTs.

As an organization Parkwood will need to continue to evaluate the purpose of participating in this group. (P)

**Quality Initiatives/Projects**

**LTC Development**

CEO met with Bill Green Project Advisor for Parkwood Affordable Housing. Bill has agreed to act as a project advisor for Fairview in the early stages of the project. This will be supportive as we begin the building design process, firming up an architect and construction manager. (F)

**Investing in Canada Infrastructure Program COVID-Resilience**

**CFO and Director Building Services submitted a grant application for HVAC equipment and carpet (to hard floor) replacement in LTC. The grant was announced on April 15. Grant awarded was $703,578. This is a significant financial boost as we refurbish the home as part of the new build. (F)**

**Parkwood Affordable Housing**

Region of Waterloo New Affordable Rental Housing proposal was submitted on March 29 2021.

A request was made for $1,995,000 ($133,000 for 15 units). Parkwood is also seeking $248,808 and $444,164 respectively for City and Region Development Charges.

**See attached: Parkwood Waterloo RFP**

Region of Waterloo invited Parkwood to present in and interview process. Project Advisor Bill Green, Tim Welch from TWC, CFO Brent Martin and CEO attended.

**See attached: Parkwood My Community Presentation.**

Meeting with City was held on April 12th. Architect, Project Advisor and CEO attended. Design concept was presented. It was a positive meeting with City staff. CAO indicated full support of the project.

Discussion focused on the elevations of the project. The City expects the highest level of design of the building and landscaping. A number of issues have been raised on the exterior and plain exterior of the existing Retirement Suites. There was clear communication, the expectation on urban design was important to the City staff and politicians.

Discussion too place regarding the need for severance for mortgage purposes and minor variances required. City staff supported the schedule for minor variance submission and approval proposed by Project Advisor and Architect.

**See attached: Parkwood Mennonite Home Updated Package**

**See attached: Production Schedule**

Building Committee is meeting weekly at this time to work through design details with the architect. Building Committee chair will provide an update at the Board meeting.

Construction Management RFP has been issued to 4 contractors. The Building Committee has scheduled a meeting to review proposals on April 26, interview on April 28 and make a recommendation to the Board by April 30. A early morning Board meeting on April 30 at 8 a.m. is requested.

Fundraising Committee has been preparing a potential donor list. The Committee is meeting to begin a course of action on April 22nd. Marketing materials are underway including plans for a short video production to be launched at the annual meeting. Further update will be provided at the Board meeting.

Other: There is no update on the SEED application submitted. (P)

**Operational Planning**

Operational planning for leadership team and emerging leaders was held on April 15, 2021. This was a virtual day. The focus was on completing the annual operational plan for each home and the resource team. Time was spent in gratitude and honoring the past year. Thank you to the Board members for participating in the opening session.

Olivia McIvor presented results from the Kindness Survey. Nancy Mann conducted an end of life session.

Operational plans will be presented to the Board when complete.

**Building updates**

Stucco and balcony work continue on the Retirement Suites. (F)

**Accreditation**

Accreditation was launched with leadership team at Operational Planning day on April 15, 2021.

**Human Resources**

**Summer Students**

Bryan May Liberal MP notified Fairview of the successful award of 7 student paid placements for 12 weeks. Students will work in administration, programs, and dietary across the campus. Sarah Feeney-Martin Director of Programs is congratulated for pursuing this opportunity for the campus. The Fairview team is very excited to hear this news! (F)

**Resource Team**

Executive Assistant Alex Normandeau has been hired to support the Resource team. Alex is a Business Administration graduate from Laurentian University. We look forward to his support for Director Administration and CEO.

Further restructuring is underway to support new initiatives as they unfold.

**Financial Statements**

Will not be reviewed for March/year end 2020/21. Statements will be reviewed with Finance Committee as part of the year-end process.

**External Meetings** – of note in March and April

CEO participated in a video session with an essential caregiver from another home as a session for OLTCA Convention.

**Risk -** No report