

Chief Executive Officer (CEO) Board Report
Fairview Mennonite Homes
Parkwood Mennonite Home
June 2021

Government/Legislative Updates

Home and Community Support Services

Home and Community Support Services is not moving forward, as previously announced, to become part of Ontario Health. It is continuing as a stand-alone entity under the former LHIN at this time. It is anticipated this will be under review and at some point, will come under the umbrella of the Ontario Health teams.

Donna Cripps has been appointed as the new Interim CEO for Ontario's Home and Community Care Support Services (HCCSS), effective July 1, 2021. She has over 30 years of experience in planning, funding, as well as integration of the health care system, management and delivery of home and community care, and hands-on clinical practice.

In addition, Joe Parker will be the Board Chair Designate for HCCSS. He is currently a Partner with Four Corners Group and is the owner of Maple Tree Advisory Inc. Moving forward, new members of the Board of Directors will be confirmed.

Karyn Lumsden remains VP Home and Community Support Services for Waterloo Region and beyond. Karyn is a valued partner, strongly supporting the FP initiative. All of this is significant for Fairview Parkwood as a unique Service Provider Organization (SPO). FP is considered an "overflow" provider, with annual contact renewal.

The history of FP as a Home and Community provider began with a pilot program, at the request of the LHIN, at Fairview in 2019; Fairview became overflow provider in 2020, as well as, expanding a satellite at Parkwood in fall 2020. At the end of 2020 the Ministry approved FP as an SPO overflow. This was strongly encouraged by the LHIN to protect the program from the many changes at play in the health care system today.

Recently FP has been invited by the LHIN to prequalify as an official SPO, which would allow the organization to bid on market share (along with St Elizabeth, Paramed, Care Partners etc.). Preparation of this application is underway, due August 6, 2021. One of the requirements is to have 3 years experience. Fairview has 2 years and Parkwood less than 1 year, which could disqualify the application. The strategy is to apply each year until Government decision makers see fit to give formal approval. The strong success of the program keeps FP as a potential provider.

When completed the application will be shared with the Board.

COVID-19 Updates

Changes to Directive 3

As the province reopens there are significant changes to LTC/RH and Congregate setting Directives and guidance. As the province moved to Step 2 of The Roadmap to Reopen, changes came to visitor policies, coming into effect in the province on July 7 (Waterloo Region July 12). They were as follows:

Changes effective July 7, (12) 2021:

- The limit of two designated caregivers per resident is removed. Processes to designate persons as caregivers continue to be in place
- For outdoor visits with a long-term care home resident, up to 10 people at a time are allowed
- All residents may have up to 2 general visitors and 2 caregivers at a time for an indoor visit
- Personal care services, such as those provided by hairdressers/barbers, are permitted
- Cohorting of residents can be relaxed during outdoor activities

Additional changes and an update to Directive 3 have been announced for July 16, 2021. The changes go further to address surveillance testing and access to the homes. They include:

- Removal of sector-specific limits on number of visitors who may visit a resident (indoors and outdoors)
- Removal of requirements contingent upon homes immunization coverage rates
- All absences are permitted for all residents, regardless of immunization status – off-site excursions may resume
- Buffet and family style dining may resume (not currently offered at FP)
- Activities involving singing and dancing may resume
- Removal of testing requirement for asymptomatic, fully immunized individuals

The immunization status for Fairview Parkwood staff who are not fully vaccinated is:

Fairview – 18 staff (220 total staff)

Parkwood – 16 staff (180 total staff)

The new protocol will clearly identify unvaccinated staff, essential caregivers and visitors as they proceed to be rapid tested each day when entering the building. The homes will still need their surveillance clinics to ensure unvaccinated visitors are tested, although a reduction in staff will be made due to significant reduction traffic.

Absences are also addressed in Step 3. All residents regardless of immunization status, can leave the home for social absences, which includes absences for all reasons not listed under medical, compassionate/palliative, and/or essential absences that do not include an overnight stay. Clarification is required to determine isolation protocol upon return.

Communal Dining can resume with the following precautions:

- When not eating or drinking, residents should be encouraged to wear a mask where possible or tolerated (the majority of residents in LTC do not wear a mask)
- Residents are to be within their cohort and seating arrangements be kept consistent
- Fully immunized staff and fully immunized visitors may accompany a resident for meals including for the purposes of either having a meal themselves or to assist a resident with feeding
- Limiting room capacity to allow physical distancing between tables
- Buffet and family style dining are permitted both indoors and outdoors

The updated Directive raises many procedural questions which will need to be answered in the coming days.

See attached Reopening Step 3

In Waterloo Region there is significant concern with the Delta Variant. Medical Officer of Health Dr. Wang made the decision to put a hold on moving to Step 2 of the Reopening Roadmap. This was not the popular opinion and created significant political pressure on her. Waterloo Region moved to Step 2 on July 12. The decision to move forward immediately with Step 3 on July 16 is in part due to increased vaccinations, but also due to pressure from politicians. It is noted the Medical Officer of Health does have the authority to override government directives. CEO continues to admire the methodical, courageous leadership Dr. Wang provides for the Region.

Inspection(s)

Retirement Home Regulatory Authority (RHRA) completed a routine inspection for Parkwood Suites. Final report has not been received to date. (P)

Ontario Health Teams (OHT)

CND OHT /KW4 OHT

Continued support for COVID challenges and recovery is the focus. A lighter meeting structure has been put in place with both OHTs to allow for leadership vacations.

CEO was invited to meet with Associate Deputy Minister Erin Hannah to discuss the value of LTC organizations participating in an OHT as a member organization. There were 2 other LTC organizations present and 6 Ministry personnel, from Health and LTC. The key messages expressed were: 1) lack of consistency in the OHT model; 2) need for an equal voice at the table, along with hospital; 3) cost of participation. ADM was surprised with the information received which was consistent across the 3 organizations and the 6 OHTs represented. It was noted that of the 633 homes in the province there are less than 75 homes participating as OHT members, most of these are not-for-profit homes.

Note: For Fairview Parkwood there is a greater need to participate because of the campus model, specifically Home and Community Support Services.

ADM expressed a desire to continue the conversation with this group, as OHTs continue to be designed.

Quality Initiatives/Projects

LTC Development

Numerous meetings have taken place with regards to next steps:

Architect: Receiving proposals for Structural Review of the building. These are to be reviewed in the next few weeks. A structural review will provide confidence the existing building is capable to carry the weight of the third floor.

Construction Manager: Project Advisor, Director Land/Building and CEO met with Van Del Contracting. They have been engaged to provide costing analysis for the project. A site tour is planned for July 16th.

CMLS Funding: CFO, Director Land/Building and CEO met with Steve Bryant consultant. Steve and team work with most LTC operators to navigate the financial component of development. CMLS provided consulting for the initial application. They have been engaged to update the budget. They will also support the mortgage application process, seeking the best lending rate.

Ministry Capital and Licencing: CFO, Director Land/Building, Director Housing, CEO met with Ministry project personnel. It is the intention that capital (building) and licencing move in tandem through the process. It is the intention to bring the current 84 beds up to “new” standard” in order to harmonize the LTC bed licence across all 192 beds to 30 years.

Fairview project has been approved for funding; the next step is to formulate a development agreement. As we move towards the creation of a development agreement, the next key piece of information that they require is an updated financial information package; this will be a priority for us over the remainder of the summer.

Discussion included timing of the project. Early fall 2023/spring 2024 was discussed as “shovel in the ground”. The Ministry appeared to agree with this proposed timing. A timeline will be developed over the next month that will be shared with the Land and Building Committee. (F)

See attached Long Term Care Program Planning (slide deck provides information regarding the next steps)

Parkwood Affordable Housing

Land and Building Committee: Meets biweekly. Currently reviewing suite layouts. Director Operations and CEO have engaged Seasons Care as a consultant to support the dining menu and design of servery. Seasons Care currently provides dietitian services to Fairview Parkwood food services.

Region of Waterloo: Grant for 1,995,000 was formally approved by Waterloo Regional Council on June 30, 2021.

See attached Region Grant Affordable Housing

Site Plan: Feedback was received from City of Waterloo. Architect and Project Advisor are in the process of responding to the comments. Next steps will include an additional meeting with City personnel (hopefully next week). CEO is meeting with Ward Councillor on July 19th. The greatest challenge faced is request to add an additional driveway.

See attached Parkwood Comments

Fundraising Committee: The Committee met on June 17, 2021. Committee members are setting up first contact meetings with potential donors. To date \$2,166,000 has been pledged in addition to the 1 million Board commitment.

A marketing template has been developed, materials are in design stage. Cynthia Lacroix (completed annual report) has been engaged to work with leadership to develop marketing materials.

Events: Education sessions will be held with staff, residents, families and neighbours in August. A formal launch is tentatively planned for October. This will be confirmed when the minor variance(s) are finalized, hopefully end of September. (P)

The Walk: Plans are in place for the Walk. The Committee would be very pleased to walk together with Board members.

See attached E- invitation – Walk

See attached partner (service provider) letter of invitation

Francophone Grant Application

Parkwood has been identified by Ontario Health as a Francophone community. An application has been submitted for funding to update the website and communication devices. (P)

See attached GOS Application – Tab D includes project details

Building refurbishing updates

- Fairview properties
- New stucco of Retirement suites and Centre is complete
- Two dryers purchased and combustion air added to meet compliance
- Ozone system installed in laundry
- Three bay windows in the villas replaced as per capital plan
- Driveway repairs at PSA, Fairview Courts and Preston Church were completed
- New HVAC unit on Suites is in progress (1998 replacement)
- Watergater valve for Fairview for cost reduction-in progress
- Suites dining room balcony in final stages

In addition: Bell is looking at renting rooftop space for their equipment similar to Parkwood towers

Parkwood properties

- Four Garden home roof replacements completed as per capital schedule
- Front entrance river rock added for drainage
- Two studios converted to AA one bedroom
- Ozone system installation in laundry is booked for July 19
- Appliance upgrade to stainless steel in Suites is ongoing
- Watergater valve for Parkwood for cost reduction in progress
- LED lighting upgrade in progress
- Heat trace for downspouts in progress

Accreditation

Dates have been confirmed for October 4, 5 and 6. The survey will be a combination of virtual and on-site.

Human Resources

Fairview Executive Director

Don Wildfong has been hired as Executive Director for Fairview. Don will commence his employment on August 3, 2021.

See attached CV Don Wildfong

Financial Statements

See attached June 2021 monthly statements

External Meetings

Ministry of Health Evaluation of OHTs – CEO participated as noted above.

Vaccination Team for Mennonite Community – CEO was invited to participate in a Committee to encourage vaccination uptake in the Mennonite (and Anabaptist) community for KW4 – specifically the Elmira and surrounding area.

Risk (complaints concerns coming to CEO attention)

Parkwood Incident 2014

There has been no further communication with Parkwood by the daughter of MB. Numerous attempts have been made with no response. Investigation has been completed and the file closed. (P)

Fairview Recommendations

Family of MJ responded to CEO letter in a positive manner, thanking Fairview for the response, for not being defensive and for taking recommendations seriously. There has been no further communication required at this time with the family.

Leadership team from both campuses are reviewing end of life protocol and developing a plan to enhance this process in our homes, recognizing it is an emotional time for family. (F)