

PARKWOOD MENNONITE HOME
BOARD of DIRECTORS MEETING MINUTES #2021 – 269
Thursday, May 27th, 2021

Present: Marion Good (Chair) Ken Frey
(electronically) Jennifer Krotz (Secretary) Ruth Konrad
Ed Nowak (Treasurer) Nancy Mann
Bob Shantz (Vice-Chair) Fred Schiedel
John Shantz

Guests: Elaine Read (MNP)
Jennifer Eby (Deloitte)
Alexa Moore (MNP)

Absent:

Staff: Elaine Shantz Erna Koning (minutes)
Brent Martin

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 May 27th, 2021 meeting virtually (zoom).

2. Approval of the Agenda

Motion to Approve the Joint Agenda.

Carried

Made by: John Shantz

Seconded by: Nancy Mann

3. Devotions offered by Ruth Konrad

Nancy Mann reflected on the journey of covid over the past 14 months and shared "Prayer in a Healthcare Facility" from Voices Together.

4. Financial Statements

Ed Nowak introduced Auditors: Jennifer Eby (Deloitte), Elaine Read (Partner, MNP) and Alexa Moore (MNP).

Board advised the 2020-21 Audit was a joint audit between Deloitte and MNP during the transition from Deloitte to MNP.

Audit Review

- Auditors reviewed the audit scope, status, findings, observations and risks as per the Year-End Communication from the Auditors.
- No difficulties were encountered during the audit

- Significant events were related to covid

Post Balance Sheet Events

- Brent confirmed there are no new post balance sheet events

Fees

- No changes to proposed standard fees

Parkwood

Reviewed by Alexa Moore

- It was noted there is a change of audit firm
- Increase in net assets
- Increase in investment income
- No new accounting policies
- Impact of Resource Team office reviewed

Resolution to approve the recommendation of the 2020/21 Parkwood Mennonite Home Inc. Audited Financial Statements for the Annual General Meeting. Carried
 Made by: Ed Nowak
 Seconded by: John Shantz

5. Minutes of Parkwood Mennonite Home Inc. Meeting #2021-268 Carried
 Motion to approve the minutes of #2021-268 dated April 22nd, 2021.
 Made by: John Shantz
 Seconded by: Fred Schiedel

6. Business Arising
 No business arising.

7. Report from Leadership
7.1 Executive Director Key Performance Indicators
Highlights and discussion
Parkwood Highlights

Long Term Care

- Currently in suspect outbreak; staff member tested positive; PCR testing ongoing, anticipating test results over the weekend; continuing to prepare for additional cases; IPAC HUB confident in current protocols
- New directives related to covid released; working to implement
- Union bargaining complete; smooth process

Suites

- Focus on marketing efforts
- Studios continue to be a challenge, altering some into one bedroom

Motion to approve the Parkwood Mennonite Home Inc. Key Performance Indicators. Carried
 Made by: Ken Frey
 Seconded by: Ruth Konrad

7.2 Financial Statements
Highlights and discussion
Parkwood

Positive start to year

Long term care

- Wage enhancement for PSW staff
- Nurse Practitioner adjustment moving forward; resulting in ltc inflation

Suites

- Vacancy revenue loss; partially offset by home and community work

Garden homes

- Remains consistent

Motion to approve the Parkwood Mennonite Home Inc. Financial Statements. Carried

Made by: Ed Nowak

Seconded by: Ruth Konrad

7.3 CEO Report
Highlights and discussion

Commission Report

- Added to attachments; may bring change to the sector

OHT - KW4

- Reviewed current structure of KW4 including current process for decision making
- Discussion re: cost of OHT – KW4 given inability to actively participate

Operational Plans

- Plans completed; communities working to implement

Human Resources

- IT Consultant (Rizwan) leaving organization to take a position closer to home
- Changes in Accounting Department

Advantage Ontario (Association)

- CEO nominated for position on Board of Directors

Spread Kindness Fund

- Fund initiated during covid; has grown into a formalized program
- Reviewed history
- Continues to be utilized by staff in difficult positions
- Discussion re: transferring surplus funds in to fund for staff

Motion to approve transition of \$20,000 to the Spread Kindness Fund. Carried

Made by: Ruth Konrad

Seconded by: John Shantz

Motion to approve the CEO Report for Parkwood Mennonite Home Inc. Carried
Made by: Ken Frey
Seconded by: Jennifer Krotz

7. Committee Updates

Building Committee

Update

- Approved the Walter Fady Group re: Affordable Housing Energy Programs
- CBD selected for environmental testing; company familiar with site
- Van-Del Contracting selected as general contractor
- Discussion: building structure to ensure building is effective for future tenants

On behalf of the Board of Directors, Marion extended many thanks to Fred for all of his work, recognizing the impact on so many fronts.

Fundraising Committee

- Meeting on May 13th; reviewed marketing materials, naming opportunities and list of potential donors
- Current strategy: meeting with people privately
- Campaign to be announced at Annual General Meeting
- Walk the Kindness Way trek will support the Healing Gardens
- Next meeting scheduled for June 17th, 2021

Finance Committee

- Discussion re: Qtrade – allows facilitation to transit shares (donated) into cash
- Access to Qtrade: Elaine (CEO) and Brent (CFO)

Motion to approve Parkwood Mennonite Home Inc. can open and operate one or more accounts with Qtrade Investor. All transactions for Parkwood Mennonite Home Inc. accounts shall be effected and controlled with respect to settlement and all other matters pursuant to the terms and conditions of Qtrade agreements with Parkwood Mennonite Home Inc. governing such account(s), which agreement(s) have been duly executed by Parkwood Mennonite Home Inc. and are hereby ratified and confirmed. Carried

Made by: Ed Nowak

Seconded by: John Shantz

8. Annual General Meeting

- Reviewed agenda and speakers
- Board of Directors to meet after AGM to establish new Board of Directors

10. Lightening Round

A Special Tribute to Bob Shantz

Ed Nowak: I've had the pleasure serving with you on a number of different boards and committees. On the Fairview Parkwood board you have led by example, showing your desire for stewardship and service, being eager to participate by willingly taking on additional committee work. I'm so pleased to serve with you as co-chair of the fundraising committee. Keep well until we meet again around another board table.

Fred Schiedel: I enjoyed working with you on the board and I always appreciated your insightful and thoughtful comments on our board issues. I enjoyed our dinner conversations and nights out. I missed that during Covid. You kept a keen eye on our financials and I was grateful for that. You asked excellent questions of us on the building committee and it was great to have your affirmation as we move forward on our new building projects. Your faith-based values were easy to see, especially during Covid. They will carry you through your next adventures. Thank you, all the best.

Nancy Mann: You have been a faithful contributor to our Board. Always on time, always well prepared for our meetings. Your experience running a large family business has contributed strong expertise to our board. At one of our Board social functions, (back in the days when we had these in person), we were each asked to respond to one of Elaine's creative "reflective questions." In response to the question, "Who is someone you admire?", you spoke about your father. The words that you shared gave me insight into the legacy of faith and committed service to others that he provided in your family. And I have seen you continue in it. Best wishes to you, Bob, as you continue to serve at Fairview and Parkwood in other ways, and to pursue new venues in which to share your gifts. Thanks for all the time and expertise you have shared with us as a member of the Board.

Jennifer Krotz: Bob's deep knowledge of and dedication to the Homes is always evident. I have appreciated the wisdom and humour he brings to our meetings. It has been a pleasure working with Bob.

John Shantz: You exemplify Fairview /Parkwood's values of faith, kindness, truth, excellence and accountability. A small example was how you helped source Rosemary and I a mask early on in the pandemic. Judy was making masks and within a few hours you dropped off two masks at our home. It was truly appreciated at that stressful time. Thanks for your many hours and days happily given as a board member for Fairview/Parkwood.

Ruth Konrad: I appreciate all the great probing questions you ask, your insights have really assisted me in understanding more about Fairview and Parkwood and our responsibilities as a board. I will greatly miss your humor and fun-loving spirit.

Ken Frey: He's the guy who always finds a unique angle to address a problem. What a 'value added' Board member. Leaves big shoes to fill.

Brent Martin: Your thoughtful consideration and preparation for each meeting and topic was evident by the insightful questions that you often asked. In your role as the treasurer, and chair of the Finance Committee for a number of years, I felt I could always look to you as a good barometer of whether we were on track or whether we needed to share further information or undertake additional work. While assuredly not the most important work you did as a board member, my most lasting memory of your work on the board will undoubtedly be your "He Built a Wall" speech at Tim Kennel's farewell. Your creativity really shone through on that occasion. Thanks for all you have contributed to the Fairview and Parkwood Communities over the years.

Erna Koning: It has been an honour to work with you. Your dedication to the board, residents and front-line team members is evident through your recommendations, commitment and actions. It has been an honour to work with you. Thank you.

Marion Good: Thank you so very, very much for your past 9 years of service on the Fairview Parkwood board. Your contribution is immeasurable!! You have been a pleasure to work with in my time of serving with you on various committees – especially on the Executive Committee these past 3 years. Thank you so much for your encouragement and support to me in my role as Chair. Your expertise in business and finance has been generously shared in a humble and quiet – but effective manner, offering suggestions and affirmation to issues being discussed and decisions made. You also do not hesitate to ask well thought out and challenging questions that help us all to see the issues more clearly. With your parents living here, you have also had a vested interest in the success and stability of the organization and have carried on your parent’s legacy of support. I wish you all the best as you transition to other opportunities.

Elaine Shantz: Bob it has been a privilege. Thank you for the time, wisdom, strength and kindness demonstrated to the community, the Board and to me as CEO. I have enjoyed the times we have collaborated on the phone, the wise counsel you bring to committee and Board work, your strength as you balanced the role of family and Board member during COVID-19 and your never-failing support and kindness to me as a new CEO in the well-established community of Fairview Parkwood. This was a true gift to me – which I will always treasure and remember.

Bob Shantz: It has been a privilege working with everyone around the screen. It is evident that every Board member has the best interests of Fairview and Parkwood at heart; everyone rolls up their sleeves and gets involved. Special appreciation to Fred for your insight; and Marion for your countless hours as a Chair. To each member, thank you so much.

- 11. Motion to Adjourn** Carried
Motion to adjourn meeting at 9:05 p.m.
Made by: Fred Schiedel
Seconded by: Nancy Mann

2021 Dates to Remember

Wednesday, June 9th, 2021	Annual General Meeting
Thursday, September 23rd, 2021	Board Meeting
Thursday, October 28th, 2021	Board Meeting
Thursday, November 25th, 2021	Board Meeting

CEO in Camera
Board in Camera

FAIRVIEW MENNONITE HOMES
BOARD of DIRECTORS MEETING MINUTES #2021 – 584
Thursday, May 27th, 2021

Present: Marion Good (Chair) Ken Frey
(electronically) Jennifer Krotz (Secretary) Ruth Konrad
Ed Nowak (Treasurer) Nancy Mann
Bob Shantz (Vice-Chair) Fred Schiedel
John Shantz

Guests: Elaine Read (MNP)
Jennifer Eby (Deloitte)
Alexa Moore (MNP)

Absent:

Staff: Elaine Shantz Erna Koning (minutes)
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Made by: John Shantz

Seconded by: Nancy Mann

3. Devotions offered by Ruth Konrad

Nancy Mann reflected on the journey of covid over the past 14 months and shared "Prayer in a Healthcare Facility" from Voices Together.

4. Financial Statements

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Audit Review

- Auditors reviewed the audit scope, status, findings, observations and risks as per the Year-End Communication from the Auditors.
- No difficulties were encountered during the audit
- Significant events were related to covid

Post Balance Sheet Events

- Brent confirmed there are no new post balance sheet events

Fees

- No changes to proposed standard fees

Fairview

Reviewed by Jennifer Eby

- It was noted there is a change of audit firm
- Increase in revenues
- No new accounting policies
- Regular repayments for debt
- Impact of Resource Team office reviewed

Resolution to approve the recommendation of the 2020/21 Fairview Mennonite Homes Audited Financial Statements for the Annual General Meeting. Carried
Made by: Ed Nowak
Seconded by: Jennifer Krotz

5 Minutes of Fairview Mennonite Homes Meeting #2021-583

Motion to approve the minutes of #2021-583 dated April 22nd, 2021. Carried
Made by: Nancy Mann
Seconded by: Bob Shantz

6. Business Arising

No business arising.

7. Report from Leadership

7.1 Executive Director Key Performance Indicators

Highlights and discussion

Fairview Highlights

Long Term Care

- Increase in admissions
- St. Louis school has been included in the provincial program funding; first class graduating; Ed recommended potential incentives for students to stay at Fairview and Parkwood
- Mobile NLOT vaccinations provided second doses for staff and initial doses for staff and essential care givers
- New directives related to covid released; working to implement

Apartments

- Occupancy is slower than previous months; concern regarding maintaining occupancy in the suites
- Renovations are moving forward; anticipating completing suites balcony by summer

Motion to approve the Fairview Mennonite Homes Key Performance Indicators. Carried

Made by: Bob Shantz

Seconded by: Nancy Mann

7.2 Financial Statements

Highlights and discussion

Fairview

Positive start to year

Long Term Care

- Continuing to make use of covid funding including prevention and containment funding and wage enhancements for PSW staff

Suites

- Increase in vacancies; showing in revenues
- Staff levels continue to be in place to maintain safety
- Receiving covid funding

Independent Living

- Continuing to be positive

Home and Community

- Reviewed eligibility for wage enhancement funding
- Continue to do more visits than anticipated; resulting in growth (e.g. respite care)

Motion to approve the Fairview Mennonite Homes Inc. Financial Statements. Carried

Made by: John Shantz

Seconded by: Jennifer Krotz

7.3 CEO Report

Highlights and discussion

Commission Report

- Added to attachments; may bring change to the sector

Bed Development

- Capital development has been approved; waiting on Licencing
- Working towards Development Agreement
- Will not receive funds for refurbishing
- Engaging with Contractor regarding early budgeting
- Steve Bryant is updating modelling

OHT - CND

- Reviewed current structure of CND including size, committees and membership; decisions made by the group

Operational Plans

- Plans completed; communities working to implement

Human Resources

- IT Consultant (Rizwan) leaving organization to take a position closer to home
- Changes in Accounting Department
- Interviews for Executive Director starting tomorrow
- Offer extended for Director, Resident Care position

Advantage Ontario (Association)

- CEO nominated for position on Board of Directors

Spread Kindness Fund

- Fund initiated during covid; has grown into a formalized program
- Reviewed history
- Continues to be utilized by staff in difficult positions
- Discussion re: transferring surplus funds in to fund for staff

Motion to approve transition of \$20,000 to the Spread Kindness Fund. Carried
Made by: Ruth Konrad
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Finance Committee

- Discussion re: Qtrade – allows facilitation to transit shares (donated) into cash
- Access to Qtrade: Elaine (CEO) and Brent (CFO)

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Carried

Motion to adjourn meeting at 9:05 p.m.

Made by: Fred Schiedel

Seconded by: Nancy Mann

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CEO in Camera
Board in Camera

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

Government/Legislative Updates

Case Mix Index

Case Mix Index (CMI) is the numeric value assigned to long term care and is used to measure the average care requirements of residents in a long-term care home. It is used to fund the nursing envelope in each home. Homes document quarterly on each resident; this documentation is used to determine the outcome for each home. There is a two-year time lag between documentation and CMI assigned to a home.

CMI for 2021/22 effective August 1, 2021 was released. The re-indexing factor was reduced again this year. Based on 1.0 - two years ago, it was .9320, a year ago .9273 and this year .9207.

There is significant controversy about this method to determine funding. The government has promised 4 hours of care (3.5 hours 2021) in LTC homes (RN, RPN, PSW). Getting to four hours of care is new, and any fluctuations in CMI will lead to many additional challenges.

The ministry is starting a new technical working group to review CMI and High Intensity Funding HINF. CMI analysis is a top priority, especially to determine the impact on 3.5 direct care hours. CFO from Advantage is participating on this working group.

Fairview Parkwood results are as follows:

Fairview:	2021 – 1.0589	2022 – 1.0447
Parkwood:	2021 – 1.0791	2022 – 1.0738

The above CMI results (although a reduction from last year) are still well above the provincial average of 1.0203.

See attached CMI FAQs for information purposes

Ontario Long Term Care Association (OLTCA) and Advantage are advocating for change in the funding model. The recently released Commission report (attachment to Board report in April) allows for feedback and recommendations on this issue.

PSW Round Table

Minister Fullerton – LTC held a PSW round table with Schlegel Villages and Fairview Parkwood Communities. James Schlegel CEO Schlegel Village and Fairview Parkwood CEO were invited along with 6 PSWs from each organization to meet with Minister Fullerton. Both CEOs had the opportunity to speak and then each PSW was permitted to ask a question.

Fairview Parkwood PSWs did a superb job asking intelligent, thought provoking questions. They were so honored to be part of a Minister's table. (A practice zoom meeting was held prior with the Fairview Parkwood PSWs and CEO to ensure preparedness.)

See attached Detailed Itinerary - Minister's Agenda

See attached Ministry of LTC Mtg re PSW Roundtable - CEO Remarks

See attached Questions for Focus Group - PSW Questions

Government Extends Temporary Wage for PSWs

Ontario Government announced an investment of \$141 million to extend the temporary wage enhancement for personal support workers (PSWs) and direct support workers in publicly funded home and community care and long-term care.

The government has been providing this temporary wage increase since October 1, 2020.

Advantage Ontario continues to advocate to make this increase permanent and to extend the same to all long-term care staff. As well, Advantage is strongly advocating that the government immediately exempts health care workers from Bill 124 (1% wage cap for 3 years); wage caps are difficult in the recruitment/retention of front-line staff.

COVID-19

Parkwood Suspect Outbreak

In May a Parkwood employee who was not vaccinated tested positive for COVID-19. The employee was put off work to isolate. Residents in two home areas were required to isolate for 14 days. There was no further spread within the home. The suspect outbreak was declared over on May 31, 2021. The Parkwood team is commended for their containment efforts. (P)

COVID-19 Vaccination Policy

Ministry of Health and Long-Term Care (LTC) has directed homes to put a vaccination policy in place by July 1, 2021. Employees must provide proof of vaccination; any employee who is not vaccinated must complete an education program.

This is disappointing direction from government. Operators are advocating that all employees (unless for medical reasons) are required to be vaccinated.

See attached COVID-19 Vaccination Policy

This policy has been included for the Board's reference. Fairview Parkwood is taking the position that all newly hired staff require their first dose of the vaccination as a condition of employment (unless exempt due to a medical condition). It is recognized this could be challenged by a potential employee. As an employer we are prepared to face this challenge if/when it arises.

COVID Immunization Long Term Care Collaborative Model Waterloo Region

The Nurse Led Outreach Team WR, School of Pharmacy, and Home and Community Support Service introduced an initiative to support LTC Homes in self-management of COVID-19 immunization for staff, residents and essential caregivers in the LTC home. CEO was invited to

participate from a LTC home perspective. The model is a mobile clinic that trains the Home's nurses to administer the vaccination.

Parkwood DRC was instrumental to set up two of these clinics as part of the project. Michelle Rak DRC has been a key player in the success of this project.

CEO was invited along with the team to present the initiative to the Ministry of Health. Key presenters were from NLOT and Home and Community Support Services; CEO presented on impact for the home. The presentation has been taken forward to other Regions as a collaborative best practice.

See attached COVID IMMS LTC Collaborative Model

Inspection(s)

Retirement Home Regulatory Authority (RHRA) completed a routine inspection for Parkwood Suites. The inspection went well. Report has not been received to date.

Ontario Health Teams (OHT)

CND OHT

Patient Engagement Lead was hired for the OHT. CEO participated in the interview process.

\$4 Million one-time government funding was approved to support regionally coordinated virtual care initiatives in order to divert lower acuity patients with non-urgent health issues from the Emergency Departments (Eds); support patients who have concerns without visiting the Emergency Department in person and; collaboration between EDs, primary care, LTC/RH and other community partners. (F)

KW4 OHT

KW4 has been led by a consultant throughout the start-up process. Recruitment for a permanent Executive Director is underway.

A survey is being conducted to share best ideas about recovery after COVID. Questions asked include: What is your organization doing, or planning to do, to help its people stay well, recover and thrive? What worries you most? What opportunities are there to recover and thrive together? What help do you need? CEO will respond on behalf of Parkwood. Results will be shared across the OHT. (P)

Quality Initiatives/Projects

LTC Development

Ministry of Long-Term Care issued a letter to advise the Fairview development project has been approved (moved from allocation to approval) subject to the fulfillment of all conditions and requirements for licencing and redevelopment.

See attached Long-Term Care Development Project

CEO received additional information regarding next steps, including attending a government session on the process. The approval process is expected to take 36 months (which fits with the organizations timeline). There are two streams to be followed: capital and licensing. It is intended they run parallel. CEO will prepare further details for September Board discussion.

Parkwood Affordable Housing

Region of Waterloo: Affordable Rental Housing grant proposal was submitted on March 29 2021. Response has been delayed until June 19, 2021.

Site Plan: The first project milestone was reached when the site plan application was submitted by MartinSimmons to the City of Waterloo on Friday June 4, 2021.

Architect: MartinSimmons next steps include: 1) Meeting with energy consultants to determine electrical/mechanical systems and determining building façade from an energy perspective; 2) working through changes as a result of the redesign to Group C-Retirement; and 3) revised suite layouts as a result of change.

Construction Management: VanDel Contracting will be invited to the next building committee meeting.

Fundraising Committee: The Committee will meet on June 17 to 1) review the marketing material; 2) update the potential donor list and 3) discuss launch. The summer months will be committed to the silent campaign for large donors. The public campaign will be launched in the fall. Additional details will follow over the summer.

Building refurbishing updates

Energy Savings: Director Land and Building Services and CFO have been working on an energy savings plan for Parkwood (Electrical and Water) and Fairview (Water). Fairview energy was completed approximately 3 years ago resulting in significant savings.

The vendors payment terms at 0% interest and make payments over 5 years. This should not affect our budget as the savings will offset the payments. There is no capital investment.

It was submitted to and approved by the Executive of the Board on June 13, 2021 (due to the 5-year commitment).

See attached Energy Savings Retrofit Proposal

The summary was approved by the Executive of the Board on June 11, 2021.

Accreditation

No additional updates. Preparation continues with the leadership teams at both campuses.

Human Resources

Resource Team

Information Technology: Amar Akram was hired as Information Coordinator. Amar brings a higher level of expertise to the organization than the previous Information Tech role. A new wage level on the wage grid was developed to reflect this.

As per policy, the new level was approved by the Executive of the Board on June 3, 2021.

Fairview Executive Director

Interviews have been conducted. A potential candidate has been invited to four interviews including representation from the Board, leadership team at Fairview and the Executive Director at Parkwood. It is anticipated an offer will be made at the end of June.

The new Executive Director will allow Steve Pawelko to move into the role of Director Operations. (F)

Fairview Director Resident Care

Sheri has been hired as Director Resident Care. She comes with a wealth of experience in the sector and in the role of Director. Sheri will begin her employment at Fairview the beginning of July. (F)

Financial Statements

See attached May 2021 monthly statements

External Meetings

Collaborative Vaccination protocol: CEO participated in the MoH presentation (as noted above).

Minister of Health Round Table: CEO and PSWs participated (as noted above).

Advantage: CEO completed orientation and attended a 2-day retreat as a new Board member. Ongoing meetings will be one day each month.

Risk (complaints concerns coming to CEO attention)

Parkwood Incident 2014

On June 2, 2021 ED and CEO received an email communication from daughter of previous resident MB requesting information. The email stated, "something very tragic happened to my mother" while a resident of the home on December 23, 2014. Daughter wanted to know the story. Daughter was 17 at the time of the incident and her father was the SDM of MB. Daughter stated she has never known the whole truth.

ED and CEO have attempted to reach the daughter via return email (several times), providing phone and email contact information. To date there has not been a response.

Given the serious nature of the email an investigation is underway. At the time of the incident a Critical Incident was completed and submitted to the Ministry of Long-Term Care. The critical incident was submitted on December 24, 2014 as “unlawful conduct that resulted in harm/risk to resident”. This was described as “sexual molestation” of a resident by the visiting spouse of roommate.

The Critical Incident was updated on January 8, 2015. There is no indication of an inspection from the Ministry relating to the incident from review of Public Reporting site.

The Police were notified and investigated. Occurrence # 14-289032. It does state in the CI that the officer indicated the occurrence would be available to the family through the major case investigators supervisor.

Further to the incident, the offender, who was a resident of Parkwood Suites committed suicide the next day. The suicide was reported to the Board in January 2015 report. There is no evidence that the reason for the suicide was ever disclosed to the Board in a formal report.

An internal investigation will continue for information purposes. There is no further action to be taken at this time unless the daughter reconnects with leadership. (P)

Fairview Recommendations

Family of MJ sent a letter of Recommendation to Fairview in regards to the end of life protocols based on the experience of their mother. The letter was forwarded to political, legislative and bodies. The family is advocating for change at Fairview and beyond. They are clear these are not complaints, they are recommendations.

See attached Letter from Jordon Family

This is conflicting information as the family sent a thank you note to the team at the time of their mother’s passing.

See attached Thank you note

The letter requests a response from the Board.

See attached Letter of Response from CEO

See attached Letter of Response from Board Chair

It is unclear at this time if further action will be required. Leadership will use the recommendations as learning as we continue to enhance end of life protocol. (F)