

Parkwood/Fairview Mennonite Homes

Board Agenda

Thursday, April 26, 2018 @ 5:30 pm

Parkwood Mennonite Home

Welcome, Call to Order and Agenda Review

Marion Good

Devotions (Next Meeting: Kaye Rempel)

Ed Nowak

Joint Agenda

1) CEO Report

Elaine Shantz

2) Workplace Violence & Harassment Prevention Policy

Elaine Shantz

3) Update on the Strategic Plan

Elaine Shantz

4) Nominating Committee

Nancy Mann

5) Quality & Safety Committee Report

Kaye Rempel

6) CARF Requirements

Elaine Shantz

7) Fall Strategic Planning Dates

Elaine Shantz

8) Annual Reports

Elaine Shantz

Parkwood

Minutes of March 29th Meeting

Marion Good

Reports

- Parkwood Report
- Cheque Registers
- 2018-19 Budget Presentation and Approval

Elaine Shantz

Brent Martin

Brent Martin

Fairview

Minutes of March 29th Meeting

Marion Good

Reports

- Fairview Report
- Cheque Registers
- 2018-19 Budget Presentation and Approval

Elaine Shantz

Brent Martin

Brent Martin

Adjourn.

In Camera - Board with CEO.

In Camera - Board

2018 Dates to Remember

Thursday, May 24th

Board Meeting at Fairview

Wednesday, June 13th

AGM at Fairview

Monday, June 18th

Board Social (location TBA)

Thursday, June 28th

Board Meeting at Parkwood

Thursday, September 27th

Board Meeting at Fairview

Thursday, October 25th

Board Meeting at Parkwood

Thursday, November 22nd

Board Meeting at Fairview

**FAIRVIEW MENNONITE SENIORS COMMUNITY
CHIEF EXECUTIVE OFFICER REPORT
MARCH 2018**

1. Community Activities/Partnerships

Internal

There has been a continued focus to build internal relationships. The following is a summary of those activities.

- Individual “get acquainted” meetings have been completed with all of the leaders in each community. This provided good insight into the potential career development and succession in the organization.
- Annual meetings were attended at Fairview for the Court and Apartments. These are good opportunities to meet residents at each site. Housing Coordinator provided a tour of all Fairview apartments including a number of suites at each site. A coffee hour with the Garden Homes residents at Parkwood has completed meetings with each of the community groups.
- The volunteer appreciation event was a great opportunity to meet individuals who donate their time. It is amazing the activities where volunteers contribute; care of the outdoor fish pond; poster and mail delivery; library hours; swimming pool assistance for swimmers with disabilities; a choir director; drumming lessons; store and café attendants, to name a few.
- Get acquainted meetings are in progress with Fairview/Parkwood Board members. It is good to get to know you on an individual basis. It would be great to meet with all Board members over the next month if possible.

External

- Church pastor meetings have slowed down due to budget preparation. Coffee conversations with Fred Lichti, Elmira and Gary Knarr, Preston have been insightful. Fred Lichti shared a potential opportunity for a building project in Elmira. This will be referred to the building committee.
- Conferences attended included AdvantAge and Ontario Long Term Care Association.

Upcoming events

- A focus group with Fairview Villa residents is in planning stages.
- A leadership off-site day is planned for May 31st. This will be the first step of the operational planning process.
- CARF Accreditation has now been booked for June 25th and 26th. A schedule has not been confirmed at time of this report.
- Potential dates for strategic planning with the Board will be presented at the meeting.
- Jane Kuepfer has been confirmed as the guest speaker for the annual meeting. Her topic will be “Befriending Death”.

2. Projects

- Budget preparation has been the focus for April. Meetings were held with each of the Administrator's and leadership teams to make adjustments and ensure buy-in. This is the first step in a monthly financial review which will be conducted throughout the year.
- Fairview was not successful in the bed awards for the 5000 beds. There were 24,000 beds applied for in the process. 500 of the beds were awarded to indigenous population; 1500 to other special cultures i.e., francophone. Announcements are imminent but have not been made at time of this report.
- Monthly Administrator Board Report has been designed in consultation with Quality Committee of the Board. This will be trialed in the 2018/19 year, beginning in April.
- Succession plan will be finalized for CARF in June.
- Continue to reevaluate the chaplain needs for Fairview, both interim and long term.

3. Successes and Challenges:

- Fairview received a donation of \$8,339 from the Estate of Gladys Cressman. We are humbled by the generosity of those who make contributions to the community.
- 75th anniversary donations are starting to come in as a response to the letter sent out last week.

4. Other:

Public Posting of Home Performance Levels (LPA): The Ministry of Health made changes to its website as part of efforts to improve transparency of public information related to Long Term Care Quality Inspections. The performance level of each home is now placed on their website. This is based on Compliance Data of RQI; Critical Incident and Complaint inspections; as well RAI MDS report; LSAA indicators and Qualitative data. Performance levels will be a) In good standing; b) Improvement required; c) Significant Improvement required; d) license revoked.

Both homes were contacted to disclose their standing. Both Fairview and Parkwood are "in good standing".

Long term care facts: 625 home are licensed and approved to operate in Ontario; 58 % are privately owned; 24% not for profit/charitable; 16% are municipal; 2% other. 78,872 "long stay" beds provide permanent resident care.

Quality reporting data since 2012 shows that over the past 5 years, homes have made great strides in improving care outcomes for residents. The following are a few of the areas of success:

- Restraint use has dropped by more than half in the last five years; 40% fewer residents are being prescribed antipsychotics; 50% fewer residents are experiencing pain.

90% of long term care homes do well on their inspections.

5. Risk/Liability

- No new liability or risk to report.



Parkwood Senior Community OCCUPATIONAL HEALTH AND SAFETY

EFFECTIVE DATE: APRIL 11, 2014 REVISED DATE: MAY 2015
APPROVED BY: *Elisabeth Piccinin*
POSITION: ADMINISTRATOR

Workplace Violence and Harassment Prevention Policy

Policy:

Parkwood Mennonite Home is committed to taking every precaution reasonable to ensure that the workplace is free from workplace violence and harassment and will make every effort to promote the dignity, self-worth and human rights of every employee, board member and volunteer.

Parkwood Mennonite Home is committed to the principle of equal opportunity for all employees. Accordingly, Parkwood is committed to providing a work environment where the dignity of employees is respected based on the Ontario Human Rights Code. Any complaint of workplace violence or harassment received by management staff will be taken seriously and investigated promptly in a discreet, objective manner. Any written complaint of workplace violence or harassments received by a management staff will be formally investigated. Any confirmed incidents of workplace violence or harassment will result in disciplinary action being taken against the individual responsible for the harassing behaviour.

If a complaint is determined to be unfounded and made in bad faith or with malicious intent, discipline of the complainant may result.

Harassment:

Parkwood Mennonite home acknowledges that we have a legal and moral obligation to ensure that employees are free from harassment within the workplace. Harassment can include racial, sexual, personal and workplace bullying. It is important to distinguish between normal worker conflict and workplace harassment. Harassment is defined as a repeated, persistent, continuous behaviour as opposed to a single negative act and is generally associated with a power imbalance between the victim and perpetrator, where the victim feels inferior.

The Ontario Human Rights Code defines harassment as “any vexatious comment or conduct that is unwelcome or ought reasonably to be known to be unwelcome.” The Code protects all

employees from such harassment under the following grounds: race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, disability, age, marital status, family status and record of offences. It is unlawful for anyone to harass an individual on the basis of these factors.

Harassment has taken place when a person knows or ought reasonably to know that certain behaviour or comments are unwelcome. The comments or conduct do not have to be made with the intention of discriminating to be in violation of the Human Rights Code.

Racial Harassment occurs when an individual feels threatened, unsafe or unfairly treated because of race, colour, ancestry or ethnic background. Racial harassment may also be based on or linked to an individual's birthplace or residences before moving to Ontario. It could be related to religious beliefs or citizenship. "Jokes" about a person's race or colour can also be a form of racial harassment. Just because the remark is purportedly made "in fun" does not mean that it is acceptable. Jokes of this type can be insulting and offensive. Examples of racial harassment can include:

- Insulting gestures, remarks or jokes
- Circulating or displaying racist or derogatory printed material
- Refusing to work or co-operate with an employee because of their background

Sexual Harassment is any unwanted comment, gesture, sound or action of a sexual nature that causes an individual to feel degraded, uncomfortable, threatened or unsafe. Sexual discrimination may also include harassing comments or conduct made because of someone's gender. Harassment and discrimination based on sex may not always be of a sexual nature. Management and employees must be aware of sexual harassment and inappropriate gender-related behaviours within the meaning of the Ontario Human Rights Code. These include unwelcome:

- Gender related comments about an individual's physical characteristics or mannerisms
- Physical contact
- Propositions of physical intimacy
- Leering or inappropriate staring
- Offensive jokes or comments of a sexual nature
- Questions or discussions about sexual activities
- Display of pin-up posters or offensive literature
- Paternalism based on gender that an individual feels undermines his or her self respect or position of responsibility

Personal Harassment is any behaviour by any person in the workplace that is directed at an individual and is offensive or threatening, endangering, or undermines the individual in the performance of his/her duties or economic livelihood. Personal harassment can include:

- Instances when an individual uses his/her authority/position with its implicit power to intimidate, demean and belittle
- Cause personal humiliation

- Undermine, sabotage or otherwise interfere with career of another employee
- Ridiculing a person's appearance or mannerisms
- Unwelcome practical jokes which cause awkwardness or embarrassment
- Ostracizing an employee because of their position or job duties

It does not include appropriate direction, delegation, or discipline administered by a member of management or a management designate; nor does it include everyday stressful events encountered in the performance of legitimate job duties. Good natured bantering may be a normal part of work life and is not considered to be harassment provided it is mutually acceptable to all employees in that work environment. Neither do occasional disagreements nor personality conflicts necessarily constitute harassment. However, such situations can become harassment if name calling, personal attacks, character defamation or intrusive behaviour is involved. Interpretation will depend upon the circumstances, the severity of the behaviour and the effect on the victim.

Bullying involves persistent, demeaning and downgrading behaviour through vicious words or cruel acts such as belittling, coercion, threatening, intimidation, undermining staff or colleagues, blaming, fear and professional humiliation that gradually undermine confidence and self esteem. Bullying behaviour is specially used to devalue the worth of others. The following are examples of workplace bullying behaviours:

- Humiliating a person through criticism, sarcasm or insults, especially in front of other staff, residents, people
- Excessive or unjustified criticism that is targeted at an individual rather than at work performance
- Unwarranted or unjustified constant checking on an employee's work quality, output or whereabouts
- Denying opportunities for training, promotions, interesting jobs or assignments
- Deliberately withholding information necessary for a person to be able to perform work to the required standard
- Sabotaging a particular person's work
- Excluding a particular person from workplace social events
- Spreading gossip or false rumor about a particular person
- Overloading an individual with too much work or an unreasonable share of unpleasant jobs
- Setting unrealistic goals or deadlines
- Dangerous practical jokes or forms or ritual humiliation, including initiations

Workplace Violence and Harassment the term "workplace: includes but is not limited to: offices, resident rooms, residential areas and programming areas, washrooms, locker rooms, vehicles, outside grounds/courtyards and any other locations where business is conducted. Violence and harassment outside of work is still considered workplace harassment if it proves to have repercussions in the work environment that adversely affect working relationships. This would depend on the individual circumstances of the incident.

Violence

Acts of aggression and violence can be committed by anyone. This includes employees, supervisors, managers, residents, students, contract workers, and visitors, families of residents, family or friends of employees or intruders.

Employees are asked to report all incidents or accidents related to workplace violence or harassment to their supervisor immediately, even if it has not resulted in an injury. The following are examples of workplace violence:

- Verbal abuse, including offensive, profane or vulgar language
- Written or verbal threats, in person, through letters, telephone calls or emails (either at work or at home)
- Damage or destruction of personal property
- Physical aggressive acts, such as fist-shaking, kicking furniture, pounding on surfaces,
- Screaming, punching a wall, or throwing things
- Stalking
- Physical assault
- Bomb threats
- Domestic violence

To help distinguish the source of workplace violence, we use these four categories:

- **Type I (Criminal Intent):** Committed by a perpetrator who has no relationship to the workplace
- **Type II (Client or Customer):** The perpetrator is a resident at the workplace who becomes violent toward a worker or another resident
- **Type III (Worker to Worker):** The perpetrator is an employee or past employee of the workplace
- **Type IV (Personal Relationship):** The perpetrator usually has a relationship with an employee (domestic violence concerns)

If you are a victim of any workplace violence: go to a safe area, ask for help and report the incident. If you need to: call 911 and get police involved.

Complaint Procedure:

This procedure has been established so that complaints of workplace violence or harassment can be addressed without undue delay. It does not prevent individuals from exercising their rights under the Ontario Human Rights code or under a collective agreement.

Employees have the right to file a complaint with the Ontario Human Rights Commission.

All employees have a right to be free from reprisals or threat of reprisal resulting from filing a workplace violence or harassment complaint or by being party to the investigation of a complaint. Any individual found guilty of reprisal shall be disciplined. Refer to our Whistle Blower Protection Policy.

There are four ways an individual may choose to deal internally with a complaint or concern:

- Option A:** Dealing directly with the harasser
- Option B:** Requesting informal action and resolution
- Option C:** Filing a formal complaint
- Option D:** Filing a grievance

Option A: Dealing directly with the harasser

Individuals who experience harassment should first attempt to make it known to the individual(s) responsible that the behaviour is offensive and contrary to Parkwood Mennonite Home policy. **Clearly and directly** ask the harasser to stop immediately. The harasser may not realize that his/her behaviour is unwelcome and offensive. In many instances this request will be sufficient to end the offensive behaviour. Parkwood Mennonite Home recognizes that in some situations this may be difficult or inappropriate, or the individual may have told the harasser to stop but the offensive behaviour continues. In this case the person being harassed should take immediate action as outlined in Option B.

Option B: Requesting informal action and resolution

Parkwood Mennonite Home workers who experience harassment and have tried unsuccessfully to deal directly with the harasser, or need help in approaching the harasser, or feel that a direct approach is inappropriate may choose to have the matter dealt with on an informal basis, with the assistance of others, prior to proceeding with a formal complaint.

Where there is doubt whether a worker has experienced harassment or whether he/she would like to proceed with the matter on an informal basis, the worker should in confidence report the incident without undue delay to one of the following:

- The Department Manager / Coordinator
- Any member of Parkwood Mennonite Home Management Team
- A Union Steward (LTC staff)
- Grievance Committee Member (Suites staff)

Where attempts to achieve an informal resolution of the problem are unsuccessful or inappropriate, a formal complaint may be filed. Although the informal approach and resolution are encouraged, workers are not required to use this option and may choose to file a formal complaint.

Option C: Filing a formal complaint

All formal complaints will be investigated. However, it is recognized that complaints not filed within a reasonable time may be difficult to investigate or substantiate. If a complaint is received more than three months from the date on which the most recent incident allegedly occurred, an investigation may be denied. This decision would be made after the nature of the complaint and any extenuating circumstances have been considered.

1. A formal complaint must be in writing and signed. It should give an accurate account of the incident(s) including times, places, parties involved, witnesses and steps already taken to resolve the matter. When completed, the complaint is submitted to either
 - Your Department Manager / Coordinator
 - Any member of the Parkwood Mennonite Home Management Team
 - A Union Steward (LTC Staff)
 - Grievance Committee Member (Suites Staff)
 - The Administrator
2. If you feel it is inappropriate to file a complaint with one of the persons mentioned above, a complaint may be filed with the Executive Director or the Board Chair of Parkwood Mennonite Home by sending the written and signed complaint and to:

C/o Executive Director / Board Chair
Fairview Mennonite Home
515 Langs Drive
Cambridge, Ontario, N3H 5E4
3. Where the complaint is initially received by any member of the Management Team, a Union Steward or Grievance Committee Member it is their responsibility to ensure that the Administrator is notified immediately upon receiving the written and signed complaint. The Administrator is then responsible for assigning an Investigator to complete the assessment and the initiation of the investigation process. The Administrator will ensure the complaint is investigated in a confidential and expeditious manner. In the event that the Administrator is the object of the complaint, the Executive Director will assume responsibility for initiating the investigation process.
4. The person against whom a complaint has been filed shall be informed of the complaint, presented with a written statement of the allegations and afforded an opportunity to respond. If you are named as the harasser in a formal complaint, record your version of the alleged incident(s) including times, places, parties involved and witnesses.
5. When there is a direct reporting relationship between the complainant and the person against whom a complaint has been lodged, it may be in the best interest of all parties for them to be physically and hierarchically removed from one another for the period of the investigation.
6. The Administrator shall report the findings and recommendations to the Executive Director prior to concluding the investigation.

7. Where it is determined that an employee has committed an act(s) of harassment, appropriate disciplinary action up to and including dismissal shall be taken. Under no circumstances shall this remedial action, in a substantiated case of harassment, penalize the complainant.
8. Where it is determined that a false complaint involving malicious intent, as determined by the investigation, has been alleged, the complainant shall be subject to appropriate disciplinary action.
9. If the complaint is unfounded but through the course of the investigation certain workplace problems are identified, the Administrator shall determine if and what corrective action is warranted.
10. Investigations cannot be undertaken on the basis of a complaint written / received anonymously.

Option D: Filing a grievance

Employees who are covered by a collective agreement or personnel guidelines (non-union) which contain a harassment-free or discrimination clause can exercise their right to file a grievance and should seek the assistance or advice of their union steward/grievance committee member.

Investigation of Alleged Harassment:

1. Acknowledgement of a Formal Complaint

When a formal complaint is received from a worker, Parkwood Mennonite Home is obliged to investigate the matter thoroughly, regardless of personal feelings as to the complaint's validity. This investigation will commence without undue delay (within 5 days). The complaint needs to be in writing with specific allegations including dates, times and names of any witnesses.

A projected date for the completion of the investigation shall be not greater than 30 working days from receipt of the complaint although extenuating circumstances, i.e. a large number of witnesses to interview, may warrant an extension.

2. Preparing for the Investigation

Unless there are strong indications that other incidents may have been experienced or witnessed by other employees, only the complainant, the alleged harasser, and any direct witnesses of the incident(s) shall be interviewed. Every effort shall be made to maintain confidentiality of the parties involved. The Administrator will assign an impartial investigator to complete the assessment and process.

Where a signed collective agreement contains workplace harassment language, Parkwood Mennonite Home will abide by the provision set out in that agreement.

3. Conducting the Investigation

The investigation procedure should be fair to both the complainant and alleged harasser.

- a) If not already submitted, the complainant is to detail the complaint in writing and a copy of the complaint will be given to the alleged harasser. The alleged harasser should be given an opportunity to reply (preferably in writing) to the allegations.
- b) The investigator(s) will review all relevant documentation and identify critical issues prior to the initial interview.
- c) The investigator(s) will interview all parties to the complaint, including the complainant, the alleged harasser, and any other witnesses. All interviews will be conducted in a confidential manner. All employees interviewed should be cautioned to not discuss the matter under investigation to avoid prejudicing other witnesses and to minimize embarrassment to the parties involved.
- d) Where the information revealed early in the investigation suggests a reasonable possibility of resolution, the investigator(s) may decide to propose an early settlement prior to conducting the entire investigation. When this situation arises, the investigator(s) will convene a meeting of the parties involved to discuss the preliminary findings of the investigation and inform participants of the possibility of early settlement and the reasons.

Where agreement is reached and the matter is considered resolved, the investigator(s) will prepare a written report. Where, as a result of the preliminary findings, an early resolution cannot be reasonably proposed or achieved, further investigation will be conducted.

- e) Following completion of all interviews, the investigator(s) will prepare a report, the report will include the following information:
 - Objective of the Investigation
 - Names of complainant and respondent (alleged harasser) but not of the witnesses
 - Investigation process
 - Summary of findings
 - Conclusion: whether or not harassment has occurred
 - Recommendations
- f) The Administrator will review the investigation report and determine any action to be taken.
- g) The Administrator or Investigator will advise the complainant and alleged harasser of the outcome of the investigation. Witnesses will be advised only that the matter has been concluded and thanked for their input. If the harasser is disciplined, this information will be given only to the harasser and his/her supervisor.

4. Results of the Investigation

Access to Counselling / Rehabilitation should be provided for:

- The complainant to assist in finding coping strategies to deal with the alleged harassment
- The alleged bullying too enable them to recognize and change their behaviour
- Any affected work team members

Complaint Supported — Where the results of the investigation support a specific complaint of harassment, or where the results suggest the existence of systemic problem(s) in the workplace which caused or contributed to the incident, the following may be recommended forms of remedial action:

- Education and Training
- Review and modification of policies, procedures and practices
- Disciplinary action up to and including dismissal
- Continuous monitoring

If discipline is to be administered, these factors must be considered:

- The nature of the misconduct;
- The severity of the incident;
- Single or repeated incident;
- Complaint's wishes;
- Prior work record of the harasser;
- Benefit of counseling or other remedial actions.

Where the allegations of harassment include sexual assault, the Administrator will consider what responsibility, if any the Home has to report such assaults to external agencies (Police, Ministry of Health, and College of Nurses).

No documentation will appear on the employee's (harasser) file unless there is a finding of harassment. All other documentation will remain in the investigation file and will be kept by the Investigator of the complaint. **All notes and reports should be written in an objective, unbiased manner and limited to relevant issues and findings.**

Ensure the resolution and the continuing well-being and behaviour of all parties are reviewed with the complainant and alleged harasser for a period of time following resolution to ensure your actions to stop the harassment has been effective. (Timing and frequency of follow-up will vary depending on risk factors)

Complaint Unsupported — Where the results of the investigation do not support the allegations of harassment, the complaint shall not proceed further.

5. Independent/Systemic Investigation

To ensure that the workplace is free from harassment, the Home may decide on its own to conduct an investigation in the absence of a specific complaint from an employee. This situation would occur when:

- There is a focused pattern of inquiries and/or complaints over time which suggests the existence of a specific problem which has been identified but not corrected.

- There is reason to believe that a broader systemic problem exists in the workplace which causes, contributes to or encourages harassment.
- As the result of an investigation, a complaint is not supported but there is reasonable evidence that a broader systemic problem exists.

For the Prevention of:

- **Domestic Violence**
- **Criminal Harassment**
- **Stalking**
- **Threats of Violence**

Parkwood Mennonite will offer to implement the following strategies to prevent violence within the workplace. These strategies will be offered and if agreed upon by the employee implemented:

- Advise employee to call 911 if violence appears imminent and to inform co-employees of the risk. Knowing that a risk exists prepares them to act if the perpetrator enters the workplace
- If possible move the victims to a different unit or location
- Encourage the victim to contact a professional who can assist in the development of a personal safety plan (Employee Assistance Program)
- Encourage victim to include the workplace on restraining orders
- With the victim's permission screen for the abuser/harasser by providing a photo or description to the reception desk
- Allow for a flexible work schedule to make the victim's work day less predictable
- Allow victim to carry personal phone while at work, for personal emergencies calls
- Offer secure underground parking
- Provide phone numbers of local shelters, community services and Parkwood's Employee Assistance Program

- Suggest that threatening voice mails or emails received at work are saved in case they are needed for future legal action
- Offer to screen phone calls or emails

What to do if you are a victim of violence or harassment...

- Tell somebody, do not ignore the behaviour
- Call 911 and file a report if it falls under a criminal intent
- If you believe the incident originated at work, inform your supervisor and complete an incident report
- Document every incident. Start a journal and enter the date and time of related incidents, including telephone calls, threats, written notes, electronic messages or any personal or property damage. Record the presence of witnesses. Report all incidents to the police and to a supervisor.
- Address the situation if it is safe to do so. Let them know that their behaviour is unacceptable. Stay calm; be polite and direct
- Be willing to examine your own behaviour and feelings
- Practice personal safety measures:
 - Always advise someone of your whereabouts
 - Carry your assigned phone
 - Walk in small groups to your car
 - Park your car in a highly visible area
 - Glance beneath your car as you approach it and check inside the car before getting in
 - Check your tires and always make sure that you have a half tank of gas
 - Obtain medical assistance or Employee Assistance Program counseling services as required

Some good verbal responses to use if someone makes you feel uncomfortable at work:

- I don't like shouting, please lower your voice.

- I don't like it when you put me down in front of my peers.
- It's demeaning when I am told that I am....
- I don't like it when you point your finger at me.
- I want to have a good working relationship with you.

What to do if you are accused of harassment...

If you are asked by a co-worker to stop behaviours which constitute harassment, assess your behaviour seriously. Understand that even if you did not mean to offend, your behaviour has been perceived as offensive. Cease the behaviour that the person finds offensive and apologize. Failure to cease this behaviour will leave you more vulnerable to a formal complaint which could lead to disciplinary action if the complaint is substantiated.

If you believe the complaint is unfounded and/or made in bad faith, discuss the matter with your Union Steward (LTC), Grievance Committee Member (Suites), Supervisor, Department Manager or Administrator. You are entitled to know the allegations against you and to have an opportunity to respond.

If you are named as the harasser in a complaint, the investigative procedure for such complaints is comprehensive and will be initiated by the Administrator.

In any event, document your version of the alleged incident, including times, places, what happened and any witnesses. Be willing to examine your own behaviours and feelings. Consider participating in an Employee Assistance Program to understand and work through your own issues.

Barb will advise the Board if she can locate what the sponsors donated at the last anniversary event.

The CEO Report was accepted as presented on motion by Nancy Mann
Seconded by Kaye Rempel Carried.

- 2. Removal of Mennonite from Original Name** *Brent Martin*
Brent explained the idea being using “Fairview Seniors Community” on the website and marketing material was to communicate that we are more than just a Mennonite home or a single home, but that we are a community.

The Board agreed a proper process is required to either take the word Mennonite out or not. Doug advised the decision should be part of the Strategic Planning process.

- 3. Board Evaluation** *Doug Shantz*
Doug sent out to the Board to complete as for the annual process.
Jennifer will collect all the responses by May 2nd (please send the Chair’s section to Doug).

- 4. AGM – Speaker/Entertainment** *Doug Shantz*
Elaine will reach out to Jane Keupfer for her availability.
Another suggestion would be the Fairview Bell Choir.

C. NEAR TERM ISSUES AND REPORTING:

1. Minutes of Meeting #2018-238:

The minutes of the meeting #2018- 238 dated February 22, 2018 were reviewed and amended on motion by Jennifer Krotz.
Seconded by Marion Good Carried.

2. Parkwood Report:

Parkwood has experienced several challenges and successes in the past month.

Ongoing struggles with internet and Wi-Fi systems in the building. Issues with connectivity and speed are significantly impacting staff. Registered Staff and PSWs experience frustration daily with being unable to complete documentation as computers, tablets and phones are unable to connect to Point Click Care (PCC)/POC. Dave Lonsbury is consulting with CareWorx to investigate the Wi-Fi concerns with the iPads and iPhones.

With Point Click Care, the Nursing Management Team at Parkwood is working with the Nursing Management Team at Fairview to further develop the assessments available. With collaborative education and knowledge, assessments will be created and tailored to specific needs which will further enhance documentation and ultimately Resident care.

Current CMI is now at 1.11 and is ‘holding steady’. This is due to the dedication of our RAI Coordinator and the follow-up documentation that staff is completing with their RAI assessments.

Currently there are several Residents with very challenging behaviours and care needs. This past month High Intensity coverage was used to manage these Residents by providing 1:1 care. Complexity of residents continues to increase, with two residents with enteral tube feeds.

High volume of Resident deaths and admissions continues. 16 Residents passed away since October 2017 and have therefore meant 16 new admissions in this time period. These events increase the demands on all staff.

With thanks and celebration the bus returned to Parkwood this month! Residents have been anxious to get “on the road again”. The Management Teams of both Parkwood and Fairview enjoyed a bus trip together to experience this lovely new set of wheels!

Students from Conestoga College’s carpentry program were back this month to begin the construction and installation of a shed for the therapeutic garden. Last spring students built a pergola, donating their time, talent and materials in this project.

Parkwood’s Report was accepted as presented on motion made by Ed Nowak.
Seconded by Kaye Rempel

Carried.

3. Heat and Power Update

Brent provided an update advising, although he feels more confident with the calculations they confirmed, he is recommending not going forward at this time; rather wait to see where we need to allocate our capital over the next 12 months.

4. Cheque Register:

The February 2018 cheque register was distributed for the Board’s information.

5. Budget Presentation and Approval

Brent reviewed Parkwood’s Budgets and Assumptions.

The Board agreed to defer the approval of the budget for another month for further review and rework to bring back a surplus.

Brent will set another date to meet with the Finance Committee.

Motion to adjourn the meeting at 9:00 pm by Fred Schiedel.
Seconded by Jennifer Krotz

Carried.

**CHIEF EXECUTIVE OFFICER REPORT
FOR
PARKWOOD MENNONITE HOME INC.
APRIL 2018**

Human Resources

Human Resource Management has been challenging this month. The Director Care was off for one week due to stress; Environmental Services Manager was off for two weeks due to illness; and the administrative assistant had a medical emergency at work, resulting in time off.

In addition: Two fulltime front line team members in housekeeping were off for significant periods of time. Nursing struggled to hire PSWs; however have now successfully recruited 7 PSWs to cover vacancies and start the summer vacation coverage. To counter this success 2 PSWs have gone off, one due to maternity and the second an injury (acquired at home). Two program aides are off; one due to pregnancy complications and one with a rare illness.

Three Administrative Assistant students are working 3 weeks in April for PMH to complete their course through Conestoga College. They are partnered with Director of Care, Director of Retirement Community and the Administrator. Projects include: CARF preparation, uploading contracts to Policy Medical, completing an HR audit and putting information packages together.

One IT student will be with us in May for 4 weeks to complete a study on admission and discharge trends and to create new templates in PCC.

Director of Retirement Community and Administrator are completing the last phase of PCC implementation with training on Customer Relations Module. The plan is for PMH to determine the benefits of the training and then share with FMH.

Residents

Bauman Homestead (dementia home area) is experiencing challenging behaviours with recent admissions. More 1:1 staffing has been required to manage 2 new admissions, plus the ongoing 1:1 for one resident that we have had for almost a year. Potential admissions at times refuse a vacant bed in Bauman due to the constant noise and behaviour from other residents.

These challenges are causing strain on staff; families requesting transfer out of Bauman; and escalation of other residents. The LHIN is clamping down on Homes refusing residents with behaviours. The leadership team is making a concentrated effort to improve and manage the challenges. The Director Resident Care and Director Program are moving their offices to Bauman to assist with being visible, supporting staff and collecting data on what might help. Program Aides and Restorative Aides have been asked to do more programs in Bauman. The Chaplain and the Volunteer coordinator will include an additional music/java program. The Dietician will arrange for a tea program 2x a week.

Building

Work has started with WindMobile on the Antenna installation on RH roof. Estimate time frame was 3-4 weeks. Residents have been notified re potential noise due to drilling for the first 2 weeks. Unrelated to this work three roof panels have come loose due to a wind storm. The roofers have been asked to

source replacement panels and install while they are here doing the installation of antennas. This partnership with WindMobile will bring in \$18,000 a year.

Funding/Grant Applications

Nurse Graduate Guarantee: One-time funding approved for 2017-18 of \$23,243.

Seniors Active Living Program: Parkwood applied for one of the 40 grants for new programs. The application was not successful.

Ontario Sport and Recreation fund application for 2018/2019 was not successful. No reason or indication of interest was offered.

Nurse Management team applied for another Canadian Foundation of Health Innovation (CFHI) opportunity. This is the organization that helped reduce our antipsychotic medication use. The new opportunity is to look at early diagnosis and treatment of chronic health conditions so emergency department transfers can be reduced.

Research

M3 study was completed last month by Dr. Heather Keller and her team from Research in Aging Institute (U of W). The Preliminary results will be shared with our Home on May 7th. The study was on improving meals in LTC facilities.

PARKWOOD MENNONITE HOME
 BANK CODE : MSCU CHEQUE REGISTER FROM 01MAR18 TO 31MAR18

BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
MSCU	N	MMCU13187	13187	ESTATE OF MARGARET BIGE LOW	07 MAR 18	2841.21		0.00
MSCU	N	MMCU13188	13188	ESTATE OF ELMER PERKINS	07 MAR 18	2118.56		0.00
MSCU	N	MMCU13189	13189	ESTATE OF SOFIA MUROVEC	07 MAR 18	823.86		0.00
MSCU	N	MMCU13190	13190	ESTATE OF FRANCES QUINN	07 MAR 18	1415.80		0.00
MSCU	N	MMCU13191	13191	ESTATE OF BETTY SCHNEID ER	07 MAR 18	1321.48		0.00
MSCU	N	MMCU13192	13192	ESTATE OF LORENZO SUSAN NA	07 MAR 18	2058.74		0.00
MSCU	N	MMCU13193	13193	ESTATE OF KATIE WIENS	07 MAR 18	1711.10		0.00
MSCU	N	MMCU13194	13194	BEAGLE BENEFITS INC. IN TRUST	07 MAR 18	787.93		0.00
MSCU	N	MMCU13195	13195	BELL CANADA LTD.	12 MAR 18	775.40		0.00
MSCU	N	MMCU13196	13196	BELL MOBILITY	12 MAR 18	118.45		0.00
MSCU	N	MMCU13256	13256	KATHERINE CHATTERSON	21 MAR 18	1841.59		0.00
MSCU	N	MMCU13257	13257	ESTATE OF IRENE FREEMAN	21 MAR 18	537.96		0.00
MSCU	N	MMCU13258	13258	ARIE RUSTENBURG	21 MAR 18	312.94		0.00
MSCU	N	MMCU13259	13259	BETTY WEAYMOUTH	21 MAR 18	705.58		0.00
MSCU	N	MMCUDD1803 02	DD180302	INDUSTRIAL ALLIANCE SER VICES	02 MAR 18	27039.17		0.00
MSCU	N	MMCUDD1803 05	DD180305	MDM GROUP INSURANCE PLA N	05 MAR 18	17696.51		0.00
MSCU	N	MMCUDD1803 07	DD180307	CUETS FINANCIAL - JK	07 MAR 18	2567.07		0.00
MSCU	N	MMCUDD1803 08	DD180308	RECEIVER GENERAL FOR CA NADA	08 MAR 18	64243.69		0.00
MSCU	N	MMCUDD1803 13	DD180313	MINISTER OF FINANCE - E HT	13 MAR 18	7991.73		0.00
MSCU	N	MMCUDD1803 14	DD180314	HOME DEPOT	14 MAR 18	1533.98		0.00
MSCU	N	MMCUDD1803 15	DD180315	PETTY CASH	15 MAR 18	106.50		0.00
MSCU	N	MMCUDD1803 19	DD180319	APPLE CANADA INC.	19 MAR 18	374.03		0.00
MSCU	N	MMCUDD1803 22	DD180322	RECEIVER GENERAL FOR CA NADA	22 MAR 18	52983.06		0.00
MSCU	N	MMCUDD1803 27	DD180327	WORKPLACE SAFETY AND IN SURANCE BOARD	27 MAR 18	11213.63		0.00
MSCU	N	MMCUDD1803 28	DD180328	CUETS FINANCIAL - TW	08 MAR 18	110.21		0.00
MSCU	N	MMCUDD1803 02A	DD180302	CUETS FINANCIAL - TW	02 MAR 18	46.42		0.00
MSCU	N	MMCUDD1803 07A	DD180307A	CUETS FINANCIAL - EP	07 MAR 18	2575.64		0.00
MSCU	N	SMCU19642	13141	AGROPUR, DIVISION NATRE L	06 MAR 18	2356.95		0.00
MSCU	N	SMCU19643	13142	ANN ALEXANDER	06 MAR 18	2022.28		0.00
MSCU	N	SMCU19644	13143	ARJOHUNTLEIGH CANADA IN C	06 MAR 18	2166.00		0.00
MSCU	N	SMCU19645	13144	ATOMIC PLUMBING & HEATI NG	06 MAR 18	10385.59		0.00
MSCU	N	SMCU19646	13145	BELL CANADA LTD.	06 MAR 18	774.07		0.00

		PARKWOOD MENNONITE HOME						
BANK CODE : MSCU		CHEQUE REGISTER FROM 01MAR18 TO 31MAR18						
BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
=====	=====	=====	=====	=====	=====	=====	=====	=====
MSCU	N	SMCU19647	13146	CANADA BREAD CO. LTD. T 6249	06 MAR 18	326.61		0.00
MSCU	N	SMCU19648	13147	CARDINAL HEALTH CANADA INC.	06 MAR 18	4150.60		0.00
MSCU	N	SMCU19649	13149	DALEX CANADA INC.	06 MAR 18	323.75		0.00
MSCU	N	SMCU19650	13150	DON'S PRODUCE INC	06 MAR 18	1325.54		0.00
MSCU	N	SMCU19651	13151	DR. DAVID GRANT	06 MAR 18	2262.20		0.00
MSCU	N	SMCU19652	13152	DR.SANDRA WISMER	06 MAR 18	450.00		0.00
MSCU	N	SMCU19653	13153	ELISSA BELL	06 MAR 18	155.00		0.00
MSCU	N	SMCU19654	13154	FRID & RUSSELL BUSINESS PRODUCTS	06 MAR 18	117.74		0.00
MSCU	N	SMCU19655	13155	GENERAL REFRIGERATION	06 MAR 18	3878.33		0.00
MSCU	N	SMCU19656	13156	HAMILTON VIDEO & SOUND LTD.	06 MAR 18	9982.48		0.00
MSCU	N	SMCU19657	13157	HOBART CANADA	06 MAR 18	1272.00		0.00
MSCU	N	SMCU19658	13158	HUBERT DISTRIBUTING	06 MAR 18	74.48		0.00
MSCU	N	SMCU19659	13159	HUMANITY FUND	06 MAR 18	107.11		0.00
MSCU	N	SMCU19660	13160	JAMES D. ENGLISH, INTER N'L SEC/TREAS	06 MAR 18	3773.94		0.00
MSCU	N	SMCU19661	13161	LEILA GHAFER	06 MAR 18	60.00		0.00
MSCU	N	SMCU19662	13162	LIFE LABS	06 MAR 18	515.00		0.00
MSCU	N	SMCU19663	13163	MEDE-CARE HEALTH CARE S OLUTIONS INC.	06 MAR 18	8710.94		0.00
MSCU	N	SMCU19664	13164	MEDICAL MART SUPPLIES L TD.	06 MAR 18	205.66		0.00
MSCU	N	SMCU19665	13165	MIP INC	06 MAR 18	1467.87		0.00
MSCU	N	SMCU19666	13166	NATASHA ROOPNARINE	06 MAR 18	776.85		0.00
MSCU	N	SMCU19667	13167	NELLA CUTLERY INC.	06 MAR 18	20.00		0.00
MSCU	N	SMCU19668	13168	PAUL DICKSON	06 MAR 18	2700.70		0.00
MSCU	N	SMCU19669	13169	POINTCLICKCARE TECHNOLO GIES INC.	06 MAR 18	1564.79		0.00
MSCU	N	SMCU19670	13170	PRIMUS CANADA	06 MAR 18	1303.14		0.00
MSCU	N	SMCU19671	13171	REMEDY'S RX SPECIALTY P HARMACY	06 MAR 18	50.87		0.00
MSCU	N	SMCU19672	13172	RIEPERT SALT & SUPPLIES INC.	06 MAR 18	740.38		0.00
MSCU	N	SMCU19673	13173	ROGERS COMMUNICATIONS I NC.	06 MAR 18	3606.07		0.00
MSCU	N	SMCU19674	13174	SHALOM COUNSELLING SERV ICES	06 MAR 18	392.00		0.00
MSCU	N	SMCU19675	13175	SHRED-IT INTERNATIONAL ULC	06 MAR 18	354.46		0.00
MSCU	N	SMCU19676	13176	SONIA BAUMAN	06 MAR 18	270.00		0.00
MSCU	N	SMCU19677	13177	ST. JACOBS PRINTERY LTD	06 MAR 18	389.85		0.00
MSCU	N	SMCU19678	13178	STACEY LICHTY	06 MAR 18	275.91		0.00
MSCU	N	SMCU19679	13179	STELLA RUZA	06 MAR 18	161.03		0.00
MSCU	N	SMCU19680	13180	STOP RESTAURANT SUPPLY	06 MAR 18	66.03		0.00
MSCU	N	SMCU19681	13181	SUNRISE JUICES LTD	06 MAR 18	865.31		0.00
MSCU	N	SMCU19682	13182	SWAN DUST CONTROL LIMIT ED	06 MAR 18	58.20		0.00
MSCU	N	SMCU19683	13183	SYSCO FOOD SERVICES	06 MAR 18	12189.35		0.00

PARKWOOD MENNONITE HOME
 CHEQUE REGISTER FROM 01MAR18 TO 31MAR18

BANK CODE : MSCU

BANK CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
MSCU	N	SMCU19684	13184	TODD STAFFORD	06 MAR 18	926.87		0.00
MSCU	N	SMCU19685	13185	TORBRAM ELECTRIC SUPPLY CORP.	06 MAR 18	262.44		0.00
MSCU	N	SMCU19686	13186	WILLOWDALE PHYSIOTHERAP Y CLINIC	06 MAR 18	6871.00		0.00
MSCU	N	SMCU19687	13197	ABELL PEST CONTROL INC.	20 MAR 18	359.66		0.00
MSCU	N	SMCU19688	13198	ADVANTAGE ONTARIO	20 MAR 18	7963.09		0.00
MSCU	N	SMCU19689	13199	AGROPUR, DIVISION NATRE L	20 MAR 18	3523.92		0.00
MSCU	N	SMCU19690	13200	AIRON HVAC AND CONTROL LTD.	20 MAR 18	1154.86		0.00
MSCU	N	SMCU19691	13201	ANN ALEXANDER	20 MAR 18	2275.72		0.00
MSCU	N	SMCU19692	13202	ARJOHUNTLEIGH CANADA IN C	20 MAR 18	10901.00		0.00
MSCU	N	SMCU19693	13203	ATOMIC PLUMBING & HEATI NG	20 MAR 18	209.05		0.00
MSCU	N	SMCU19694	13204	BELL	20 MAR 18	39.54		0.00
MSCU	N	SMCU19695	13205	CANADA BREAD CO. LTD. T 6249	20 MAR 18	362.00		0.00
MSCU	N	SMCU19696	13206	CARDINAL HEALTH CANADA INC.	20 MAR 18	26682.57		0.00
MSCU	N	SMCU19697	13208	CARMADHY'S FOODS	20 MAR 18	112.67		0.00
MSCU	N	SMCU19698	13209	CARTER-GRANT MECHANICAL SYSTEMS INC.	20 MAR 18	539.58		0.00
MSCU	N	SMCU19699	13210	CHECKERS CLEANING SUPPL Y	20 MAR 18	4136.71		0.00
MSCU	N	SMCU19700	13211	DALEX CANADA INC.	20 MAR 18	2440.80		0.00
MSCU	N	SMCU19701	13212	DELTA ELEVATOR COMPANY LTD.	20 MAR 18	1130.00		0.00
MSCU	N	SMCU19702	13213	DIVERSEY CANADA, INC.	20 MAR 18	2632.90		0.00
MSCU	N	SMCU19703	13214	DOCUMENT IMAGING PARTNE RS INC.	20 MAR 18	85.80		0.00
MSCU	N	SMCU19704	13215	DON'S PRODUCE INC	20 MAR 18	1448.51		0.00
MSCU	N	SMCU19705	13216	EILEEN FREEMAN R.D.	20 MAR 18	2988.00		0.00
MSCU	N	SMCU19706	13217	EXECULINK TELECOM	20 MAR 18	1627.89		0.00
MSCU	N	SMCU19707	13218	FRID & RUSSELL BUSINESS PRODUCTS	20 MAR 18	1221.93		0.00
MSCU	N	SMCU19708	13219	GENERAL REFRIGERATION	20 MAR 18	1991.81		0.00
MSCU	N	SMCU19709	13220	HDS CANADA INC.	20 MAR 18	257.64		0.00
MSCU	N	SMCU19710	13221	HOME CARE ASSISTANCE - WATERLOO	20 MAR 18	13981.77		0.00
MSCU	N	SMCU19711	13222	HUBERT DISTRIBUTING	20 MAR 18	172.96		0.00
MSCU	N	SMCU19712	13223	J-VOX DISTRIBUTING	20 MAR 18	265.00		0.00
MSCU	N	SMCU19713	13224	JOANN GUERRERO	20 MAR 18	80.00		0.00
MSCU	N	SMCU19714	13225	LEILA GHAFER	20 MAR 18	30.00		0.00
MSCU	N	SMCU19715	13226	LIFE LABS	20 MAR 18	385.00		0.00
MSCU	N	SMCU19716	13227	MARKS SUPPLY INC.	20 MAR 18	176.89		0.00
MSCU	N	SMCU19717	13228	MAVIS HICKNELL	20 MAR 18	122.50		0.00
MSCU	N	SMCU19718	13229	MEDE-CARE HEALTH CARE S OLUTIONS INC.	20 MAR 18	898.35		0.00
MSCU	N	SMCU19719	13230	MIP INC	20 MAR 18	650.88		0.00
MSCU	N	SMCU19720	13231	MITCHELL PROPERTY MAINT	20 MAR 18	7813.95		0.00

BANK CODE : MSCU PARKWOOD MENNONITE HOME
 CHEQUE REGISTER FROM 01MAR18 TO 31MAR18

BANK CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
MSCU	N	SMCU19721	13232	ENANCE INC.	20 MAR 18	337.50		0.00
MSCU	N	SMCU19722	13233	NIAMH KINSELLA BROWN NORTHFIELD TRIM & DOOR INC.	20 MAR 18	15.82		0.00
MSCU	N	SMCU19723	13234	OTIS CANADA INC.	20 MAR 18	754.00		0.00
MSCU	N	SMCU19724	13235	PERFORMANCE HEALTH CANA DA, INC.	20 MAR 18	238.38		0.00
MSCU	N	SMCU19725	13236	PITNEY BOWES	20 MAR 18	258.28		0.00
MSCU	N	SMCU19726	13237	POINTCLICKCARE TECHNOLO GIES INC.	20 MAR 18	1180.97		0.00
MSCU	N	SMCU19727	13238	REMEDY'S RX SPECIALTY P HARMACY	20 MAR 18	9.67		0.00
MSCU	N	SMCU19728	13239	RIEPERT SALT & SUPPLIES INC.	20 MAR 18	740.38		0.00
MSCU	N	SMCU19729	13240	SHERWIN-WILLIAMS	20 MAR 18	63.96		0.00
MSCU	N	SMCU19730	13241	SHRED-IT INTERNATIONAL ULC	20 MAR 18	354.46		0.00
MSCU	N	SMCU19731	13242	SIGNMAKERS	20 MAR 18	164.48		0.00
MSCU	N	SMCU19732	13243	SONIA BAUMAN	20 MAR 18	915.00		0.00
MSCU	N	SMCU19733	13244	ST. JACOBS PRINTERY LTD	20 MAR 18	146.90		0.00
MSCU	N	SMCU19734	13245	STACEY LICHTY	20 MAR 18	64.35		0.00
MSCU	N	SMCU19735	13246	STELLA RUZA	20 MAR 18	85.86		0.00
MSCU	N	SMCU19736	13247	STOP RESTAURANT SUPPLY	20 MAR 18	5509.32		0.00
MSCU	N	SMCU19737	13248	SUNRISE JUICES LTD	20 MAR 18	1164.39		0.00
MSCU	N	SMCU19738	13249	SWAN DUST CONTROL LIMIT ED	20 MAR 18	58.20		0.00
MSCU	N	SMCU19739	13250	SYSCO FOOD SERVICES	20 MAR 18	20401.63		0.00
MSCU	N	SMCU19740	13252	TORBRAM ELECTRIC SUPPLY CORP.	20 MAR 18	261.31		0.00
MSCU	N	SMCU19741	13253	UNION GAS LIMITED	20 MAR 18	14030.95		0.00
MSCU	N	SMCU19742	13254	WASTE MANAGEMENT	20 MAR 18	3196.58		0.00
MSCU	N	SMCU19743	13255	WESTBURNE RUDDY ELECTRI C	20 MAR 18	815.21		0.00
MSCU	N	SMCU19744	13261	BELL CANADA LTD.	27 MAR 18	899.10		0.00
MSCU	N	SMCU19745	13262	PITNEY WORKS	27 MAR 18	682.80		0.00
MSCU	N	SMCU19746	13263	PRIMUS CANADA	27 MAR 18	1218.88		0.00
MSCU	N	SMCU19747	13264	ROGERS COMMUNICATIONS I NC.	27 MAR 18	3549.33		0.00
MSCU	N	SMCU19748	13265	WATERLOO NORTH HYDRO	27 MAR 18	9402.76		0.00
	N					461745.05		0.00
***						461745.05		0.00
						461745.05		0.00

134 records listed.

The members reviewed the Anniversary Sponsorship letter requesting we add another level of \$2,500.

Barb will send the Board the revised letter and contact lists once the letter has been mailed, to start the process of follow up calls.

Barb will advise the Board if she can locate what the sponsors donated at the last anniversary event.

The CEO Report was accepted as presented on motion by Nancy Mann

Seconded by Kaye Rempel

Carried.

2. Removal of Mennonite from Original Name *Brent Martin*

Brent explained the idea being using “Fairview Seniors Community” on the website and marketing material was to communicate that we are more than just a Mennonite home or a single home, but that we are a community.

The Board agreed a proper process is required to either take the word Mennonite out or not. Doug advised the decision should be part of the Strategic Planning process.

3. Board Evaluation

Doug Shantz

Doug sent out to the Board to complete as for the annual process.

Jennifer will collect all the responses by May 2nd (please send the Chair’s section to Doug).

4. AGM – Speaker/Entertainment

Doug Shantz

Elaine will reach out to Jane Keupfer for her availability.

Another suggestion would be the Fairview Bell Choir.

C. NEAR TERM ISSUES AND REPORTING:

1. Minutes of Meeting #2018-553:

The minutes of the meeting #2018-553 dated February 22, 2018 were reviewed and amended on motion by Marion Good.

Seconded by Jennifer Krotz

Carried.

2. Fairview Report:

Human Resources:

Heidi Elliott, LTC Activities Manager returned from maternity leave on March 5th.

Paulina Balch, Acting LTC Activities Manager finished her contract on March 14th.

David Epp-Stobbe’s retirement tea was held with a good turnout to recognize his contribution to Fairview. Arrangements are being made to provide interim chaplaincy services until a new Chaplain is hired.

Outbreak:

The Galt Home Area (LTC) went into outbreak on March 13th. One resident was sent to hospital with influenza; returned March 20th. The Outbreak has now been declared for the entire LTC home.

New Bus and Equipment:

The new bus arrived on March 6th. It is taller than the old bus and the existing garage door. Adjustments to the garage will need to be considered. The first bus outing was a Joint Management Team to Anna Mae's to welcome new CEO.

37 new beds are arriving for LTC on March 22nd. The old beds will be donated to charity. Another 17 beds will be replaced in April.

Upcoming Events:

Fairview Apartment Annual Tenant Meeting is March 26th.

Holy Week will be observed with a service each afternoon from March 26th through March 29th.

Discussion on David Epp Stobbe's Departure:

Elaine was asked who will be covering the Sunday evening service.

Fairview's Report was accepted as presented on motion made by Fred Schiedel.

Seconded by Bob Shantz

Carried.

3. Cheque Register:

The February 2018 cheque resister was distributed for the Board's information.

4. Budget Presentation and Approval

Brent reviewed Fairview's Budgets and Assumptions.

The Board agreed to defer the approval of the budget for another month for further review and rework to bring back a surplus.

Motion to adjourn the meeting at 8:10 pm moved by Fred Schiedel.

Seconded by Nancy Mann

Carried.

In Camera.

**CHIEF EXECUTIVE OFFICER REPORT
FOR
FAIRVIEW MENNONITE HOME INC.
APRIL 2018**

Human Resources

The Home continues to explore possibilities for an interim Spiritual Care Coordinator. Initial plans did not come to fruition. The plan will be to work together with the two Cambridge Mennonite churches to pursue a long term plan as part of a team ministry.

Residents

Annual meetings were held with residents in the Apartments and the Court. Scheduled before the end of April are meetings with the Court and Villa residents. Numerous concerns have been tabled with regards to building maintenance and repair. The most serious concerns noted are the balconies at the Court; the supportive housing apartment wall; and the draft of the new window replacement in the apartments. All are being investigated, with action initiated.

Long Term care ended their respiratory outbreak on March 31st. The RH Suites was in enteric (Noro virus) Outbreak from April 1st to April 17th. Blair Wing in LTC declared in enteric Outbreak on April 19th

Annual Volunteer Appreciation event was held on April 12th – 100 volunteers attended. The auditorium was decorated in a festive manner, a magician entertained the volunteers, service awards presented with the longest award for 25 years. The leadership team served refreshments in a spirit of gratitude for the many hours our volunteers commit to Fairview.

Building

Ice storm on April 14-15 caused some drain covers to freeze over leading to some “flooding” from the ceiling on the Preston Wing of LTC – no one was harmed or displaced – staff responded very well.

Conference

Jim and Elaine attended AdvantAge Ontario Convention in Toronto from April 16-18 – attended some excellent workshops and returned with some helpful resources for managers.

BANK CODE : BMO
 FAIRVIEW MENNONITE HOME
 CHEQUE REGISTER FROM 01MAR18 TO 31MAR18

BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
BMO	N	MSYS19094	19094	NAVJOT GREWAL	02 MAR 18	1497.36		0.00
BMO	N	MSYS19095	19095	WORKPLACE SAFETY & INSURANCE BOARD	21 MAR 18	13394.30		0.00
BMO	N	MSYS19096	19096	CREATIVE CARRIAGE LTD.	06 MAR 18	151098.00	06 MAR 18	151098.00
BMO	N	MSYS19165	19165	ENERGY + INC.	16 MAR 18	84.75		0.00
BMO	N	MSYS19176	19176	ALLEN MCKEE	23 MAR 18	1814.06		0.00
BMO	N	MSYS19177	19177	ESTATE OF CAMERON SCHIEDEL	23 MAR 18	2194.84		0.00
BMO	N	MSYS19179	19179	MINISTER OF FINANCE / MTO	23 MAR 18	50.00		0.00
BMO	N	MSYS19180	19180	LUZ EHERTON	23 MAR 18	2132.74		0.00
BMO	N	MSYS19181	19181	NAVJOT GREWAL	27 MAR 18	1253.00		0.00
BMO	N	MSYS19182	19182	KIRANJOT KAUR	27 MAR 18	1392.62		0.00
BMO	N	MSYS19183	19183	NATASHA HARDY	27 MAR 18	678.98		0.00
BMO	N	MSYS19251	19251	PETTY CASH	28 MAR 18	229.35		0.00
BMO	N	MSYS19252	19252	GRAND RIVER HOSPITAL FOUNDATION	28 MAR 18	1086.50		0.00
BMO	N	MSYS19253	19253	PETTY CASH	28 MAR 18	114.00		0.00
BMO	N	MSYS19254	19254	HUBERT HYNES	28 MAR 18	70.00		0.00
BMO	N	MSYS19255	19255	JOHN LITTLER	29 MAR 18	50.00		0.00
BMO	N	MSYS19256	19256	KINDRED CREDIT UNION	31 MAR 18	2866.35		0.00
BMO	N	MSYS19257	19257	KINDRED CREDIT UNION	31 MAR 18	30971.00		0.00
BMO	N	MSYS19258	19258	DAVID EPP-STOBBE	31 MAR 18	1500.00		0.00
BMO	N	MSYS19273	19273	DAVID EPP-STOBBE	31 MAR 18	1000.00		0.00
BMO	N	MSYS19096A	19096A	CREATIVE CARRIAGE LTD.	06 MAR 18	151098.00	06 MAR 18	151098.00
BMO	N	MSYS19096B	19096B	CREATIVE CARRIAGE LTD.	06 MAR 18	151098.00		0.00
BMO	N	MSYSDD180301	DD180301	DE LAGE LANDEN	01 MAR 18	986.76		0.00
BMO	N	MSYSDD180302	DD180302	RECEIVER GENERAL FOR CANADA	02 MAR 18	62683.86		0.00
BMO	N	MSYSDD180305	DD180305	MDM GROUP INSURANCE PLAN	05 MAR 18	12444.68		0.00
BMO	N	MSYSDD180314	DD180314	MINISTER OF FINANCE - EHERTON	14 MAR 18	8552.28		0.00
BMO	N	MSYSDD180316	DD180316	RECEIVER GENERAL FOR CANADA	16 MAR 18	66091.18		0.00
BMO	N	MSYSDD180319	DD180319	CUETS FINANCIAL - BMO	19 MAR 18	388.44		0.00
BMO	N	MSYSDD180302A	DD180302A	INDUSTRIAL ALLIANCE SERVICES	02 MAR 18	21128.38		0.00
BMO	N	MSYSDD180319A	DD180319	CUETS FINANCIAL - HE	19 MAR 18	531.85		0.00
BMO	N	MSYSDD180302B	DD180302B	INDUSTRIAL ALLIANCE SERVICES	02 MAR 18	1800.58		0.00
BMO	N	SSYS34443	19097	BARB MONTAGUE	06 MAR 18	144.18		0.00
BMO	N	SSYS34444	19098	BELL CANADA	06 MAR 18	137.79		0.00
BMO	N	SSYS34445	19099	BRENT MARTIN	06 MAR 18	1889.14		0.00
BMO	N	SSYS34446	19100	ENERGY + INC.	06 MAR 18	32969.26		0.00
BMO	N	SSYS34447	19101	JIM WILLIAMS	06 MAR 18	259.54		0.00
BMO	N	SSYS34448	19102	LAVERNE MARTIN	06 MAR 18	100.00		0.00
BMO	N	SSYS34449	19103	NORBERTA TAVARES	06 MAR 18	244.90		0.00
BMO	N	SSYS34450	19104	RELIANCE HOME COMFORT	06 MAR 18	343.95		0.00

FAIRVIEW MENNONITE HOME
 BANK CODE : BMO CHEQUE REGISTER FROM 01MAR18 TO 31MAR18

BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
BMO	N	SSYS34451	19105	SARAH FEENEY - MARTIN	06 MAR 18	101.26		0.00
BMO	N	SSYS34452	19106	SYLVIA TSANDELIS	06 MAR 18	65.09		0.00
BMO	N	SSYS34453	19107	WAYNE BARRY	06 MAR 18	93.31		0.00
BMO	N	SSYS34454	19108	ACCESS DENTAL HYGIENE	12 MAR 18	406.00		0.00
BMO	N	SSYS34455	19109	AGE-WISE SOLUTIONS INC.	12 MAR 18	1140.00		0.00
BMO	N	SSYS34456	19110	AGROPUR, DIVISION NATRE L	12 MAR 18	3040.56		0.00
BMO	N	SSYS34457	19111	ALPINE SPECIALTY CHEMIC ALS LIMITED	12 MAR 18	977.80		0.00
BMO	N	SSYS34458	19112	ALTUS BUSINESS CONSULTANTS LTD	12 MAR 18	2125.00		0.00
BMO	N	SSYS34459	19113	AMRE SUPPLY (ONTARIO) LTD.	12 MAR 18	150.79		0.00
BMO	N	SSYS34460	19114	ATTIC-FULL 1919875 ONTARIO INC.	12 MAR 18	5282.75		0.00
BMO	N	SSYS34461	19115	BARB DUNCAN	12 MAR 18	96.05		0.00
BMO	N	SSYS34462	19116	BELL CANADA*	12 MAR 18	215.76		0.00
BMO	N	SSYS34463	19117	BEYOND BY AERUS	12 MAR 18	1356.00		0.00
BMO	N	SSYS34464	19118	BOTELHO ASPHALTING	12 MAR 18	10100.19		0.00
BMO	N	SSYS34465	19119	CAMBRIDGE COMMUNITY CAL L GROUP	12 MAR 18	1211.00		0.00
BMO	N	SSYS34466	19120	CANADA BREAD CO. LTD. T6249	12 MAR 18	349.53		0.00
BMO	N	SSYS34467	19121	CANADA BREAD T6249 **	12 MAR 18	73.38		0.00
BMO	N	SSYS34468	19122	CARDINAL HEALTH CANADA INC.	12 MAR 18	9698.38		0.00
BMO	N	SSYS34469	19123	CINTAS CANADA LTD	12 MAR 18	344.85		0.00
BMO	N	SSYS34470	19124	COMMUNITY JUSTICE INITIATIVES	12 MAR 18	379.65		0.00
BMO	N	SSYS34471	19125	COSMOPROF BEAUTY SUPPLY	12 MAR 18	257.59		0.00
BMO	N	SSYS34472	19126	CREATIVE CARRIAGE LTD.	12 MAR 18	59.00		0.00
BMO	N	SSYS34473	19127	CULLIGAN	12 MAR 18	49.41		0.00
BMO	N	SSYS34474	19128	DOCUMENT IMAGING PARTNERS	12 MAR 18	549.55		0.00
BMO	N	SSYS34475	19129	DORIS BRUBACHER	12 MAR 18	37.59		0.00
BMO	N	SSYS34476	19130	DR. J. W. BAKER	12 MAR 18	1326.25		0.00
BMO	N	SSYS34477	19131	FLANAGAN FOODSERVICE INC.	12 MAR 18	23604.79		0.00
BMO	N	SSYS34478	19132	FRID AND RUSSELL BUSINESS PRODUCTS	12 MAR 18	628.90		0.00
BMO	N	SSYS34479	19133	HEATHER CONGDON	12 MAR 18	1549.29		0.00
BMO	N	SSYS34480	19134	HOME DEPOT CREDIT SERVICES	12 MAR 18	143.07		0.00
BMO	N	SSYS34481	19135	INGRID PFOHL	12 MAR 18	80.00		0.00
BMO	N	SSYS34482	19136	JONAS TV & APPLIANCE LIMITED	12 MAR 18	1581.98		0.00
BMO	N	SSYS34483	19137	KATIE HAMPTON	12 MAR 18	932.25		0.00
BMO	N	SSYS34484	19138	KIM ATKINS	12 MAR 18	100.00		0.00
BMO	N	SSYS34485	19139	LEE-ANN KLASSEN	12 MAR 18	1890.00		0.00
BMO	N	SSYS34486	19140	LIFELABS	12 MAR 18	780.00		0.00
BMO	N	SSYS34487	19141	MEDICAL MART SUPPLIES LIMITED	12 MAR 18	389.84		0.00

FAIRVIEW MENNONITE HOME
 BANK CODE : BMO CHEQUE REGISTER FROM 01MAR18 TO 31MAR18

BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
BMO	N	SSYS34488	19142	MENNO HOMES INC.	12 MAR 18	297.25		0.00
BMO	N	SSYS34489	19143	MILAN VINCEC	12 MAR 18	130.00		0.00
BMO	N	SSYS34490	19144	NAVJOT GREWAL	12 MAR 18	1562.58		0.00
BMO	N	SSYS34491	19145	NEW PIG CORP. - CANADA	12 MAR 18	351.49		0.00
BMO	N	SSYS34492	19146	NORBERTA TAVARES	12 MAR 18	667.30		0.00
BMO	N	SSYS34493	19147	OUR DAILY BREAD	12 MAR 18	120.35		0.00
BMO	N	SSYS34494	19148	PAUL DICKSON	12 MAR 18	5390.10		0.00
BMO	N	SSYS34495	19149	PAULETTE DAWSON	12 MAR 18	80.00		0.00
BMO	N	SSYS34496	19150	PITNEY WORKS	12 MAR 18	565.00		0.00
BMO	N	SSYS34497	19151	PUROLATOR INC	12 MAR 18	25.12		0.00
BMO	N	SSYS34498	19152	RICHARDSON FIRE SYSTEMS INC	12 MAR 18	84.75		0.00
BMO	N	SSYS34499	19153	RIEPERT SALT & SUPPLIES INC.	12 MAR 18	1205.49		0.00
BMO	N	SSYS34500	19154	SOUTHWEST DOOR AUTOMATI CS LTD.	12 MAR 18	1328.88		0.00
BMO	N	SSYS34501	19155	ST. JACOBS PRINTERY LTD	12 MAR 18	1253.28	12 MAR 18	1253.28
BMO	N	SSYS34502	19156	SYLVIA TSADELIS	12 MAR 18	232.71		0.00
BMO	N	SSYS34503	19157	SYSCO SOUTHWESTERN ONTA RIO	12 MAR 18	7458.09		0.00
BMO	N	SSYS34504	19158	THERM-ALL HEATING COOLI NG REFRIGERATION INC.	12 MAR 18	1090.99		0.00
BMO	N	SSYS34505	19159	THYSSENKRUPP ELEVATOR	12 MAR 18	1015.62		0.00
BMO	N	SSYS34506	19160	TIM THE KEY MAN	12 MAR 18	627.72		0.00
BMO	N	SSYS34507	19161	TOM GOWING WATER TREATM ENT	12 MAR 18	333.92		0.00
BMO	N	SSYS34508	19162	TRANSIT - HOGG FUEL & S UPPLY LIMITED	12 MAR 18	40.14		0.00
BMO	N	SSYS34509	19163	UNION GAS LIMITED	12 MAR 18	18221.16		0.00
BMO	N	SSYS34510	19164	WASTE SOLUTIONS CANADA	12 MAR 18	1389.17		0.00
BMO	N	SSYS34511	19166	AMY KAVELMAN	20 MAR 18	75.97		0.00
BMO	N	SSYS34512	19167	BELL CANADA*	20 MAR 18	108.89		0.00
BMO	N	SSYS34513	19168	DOROTHY HOYT	20 MAR 18	136.24		0.00
BMO	N	SSYS34514	19169	DOUG SHANTZ	20 MAR 18	76.21		0.00
BMO	N	SSYS34515	19170	HEATHER CONGDON	20 MAR 18	134.88		0.00
BMO	N	SSYS34516	19171	NICOLE KERNOHAN	20 MAR 18	250.00		0.00
BMO	N	SSYS34517	19172	REV ROBERT LIVELY	20 MAR 18	100.00		0.00
BMO	N	SSYS34518	19173	SARAH FEENEY - MARTIN	20 MAR 18	890.78		0.00
BMO	N	SSYS34519	19174	SYLVIA TSADELIS	20 MAR 18	89.22		0.00
BMO	N	SSYS34520	19175	UNION GAS LIMITED	20 MAR 18	225.58		0.00
BMO	N	SSYS34521	19184	AAA STEAM CARPET CLEANI NG LTD.	27 MAR 18	4952.79		0.00
BMO	N	SSYS34522	19185	ACCESS DENTAL HYGIENE	27 MAR 18	138.00		0.00
BMO	N	SSYS34523	19186	AGE INC	27 MAR 18	88.75		0.00
BMO	N	SSYS34524	19187	AGROPUR, DIVISION NATRE L	27 MAR 18	2322.38		0.00
BMO	N	SSYS34525	19188	ALPINE SPECIALTY CHEMIC ALS LIMITED	27 MAR 18	1853.28		0.00
BMO	N	SSYS34526	19189	AMRE SUPPLY (ONTARIO) L TD.	27 MAR 18	421.28		0.00
BMO	N	SSYS34527	19190	ARJOHUNT LEIGH CANADA I	27 MAR 18	2653.05		0.00

BANK CODE : BMO FAIRVIEW MENNONITE HOME
 CHEQUE REGISTER FROM 01MAR18 TO 31MAR18

BANK.CODE	EFT FLAG	CHEQUE NO	MICR NUMBER	VENDOR NAME	DATE WRITTEN	CHEQUE AMT	VOID DATE	VOID AMT
BMO	N	SSYS34528	19191	NC.	27 MAR 18	711.90		0.00
BMO	N	SSYS34529	19192	BILLY BEE PLUMBING	27 MAR 18	85.85		0.00
BMO	N	SSYS34530	19193	BRENDA EVANS	27 MAR 18	580.00		0.00
BMO	N	SSYS34531	19194	CAMBRIDGE POOL SUPPLIES	27 MAR 18	254.38		0.00
BMO	N	SSYS34532	19195	CANADA BREAD CO. LTD. T 6249	27 MAR 18	48.92		0.00
BMO	N	SSYS34533	19196	CANADA BREAD T6249 **	27 MAR 18	77506.97		0.00
BMO	N	SSYS34534	19198	CARDINAL HEALTH CANADA INC.	27 MAR 18	300.75		0.00
BMO	N	SSYS34535	19199	CHRISTIAN HORIZONS	27 MAR 18	843.84		0.00
BMO	N	SSYS34536	19200	CINTAS CANADA LTD	27 MAR 18	192.05		0.00
BMO	N	SSYS34537	19201	COINAMATIC COMMERCIAL L AUNDDRY INC.	27 MAR 18	14789.35		0.00
BMO	N	SSYS34538	19202	CORP OF CITY OF CAMBRIDGE	27 MAR 18	54.25		0.00
BMO	N	SSYS34539	19203	COSMOPROF BEAUTY SUPPLY	27 MAR 18	4758.71		0.00
BMO	N	SSYS34540	19204	COUNTER ACTION KITCHEN & VANITIES	27 MAR 18	1379.31		0.00
BMO	N	SSYS34541	19205	DELTA ELEVATOR	27 MAR 18	508.50		0.00
BMO	N	SSYS34542	19206	DESI'S ALUMINUM CAMBRIDGE	27 MAR 18	971.52		0.00
BMO	N	SSYS34543	19207	DOCUMENT IMAGING PARTNERS	27 MAR 18	203.40		0.00
BMO	N	SSYS34544	19208	DOORS BY DENNIS	27 MAR 18	13601.25		0.00
BMO	N	SSYS34545	19209	FLANAGAN FOODSERVICE INC.	27 MAR 18	374.99		0.00
BMO	N	SSYS34546	19210	FRID AND RUSSELL BUSINES PRODUCTS	27 MAR 18	142.70		0.00
BMO	N	SSYS34547	19211	GERRIE ELECTRIC WHOLESALER LIMITED	27 MAR 18	258.04		0.00
BMO	N	SSYS34548	19212	GNXCOR INC.	27 MAR 18	28.60		0.00
BMO	N	SSYS34549	19213	GOLDEN TRIANGLE TAXI	27 MAR 18	234.44		0.00
BMO	N	SSYS34550	19214	HAROLD STECHO ELECTRIC LTD.	27 MAR 18	130.65		0.00
BMO	N	SSYS34551	19215	HOME DEPOT CREDIT SERVICES	27 MAR 18	371.09		0.00
BMO	N	SSYS34552	19216	IPHARM	27 MAR 18	50.00	29 MAR 18	50.00
BMO	N	SSYS34553	19217	JOHN LITTLE	27 MAR 18	926.59		0.00
BMO	N	SSYS34554	19218	JONAS TV & APPLIANCE LIMITED	27 MAR 18	1065.00		0.00
BMO	N	SSYS34555	19219	LIFELABS	27 MAR 18	2005.26		0.00
BMO	N	SSYS34556	19220	MAXX GLOBAL NETWORKS INC.	27 MAR 18	308.65		0.00
BMO	N	SSYS34557	19221	MCL SUSTAINABLE SOLUTIONS	27 MAR 18	7622.08		0.00
BMO	N	SSYS34558	19222	MED E-CARE HEALTH CARE SOLUTIONS INC.	27 MAR 18	150.06		0.00
BMO	N	SSYS34559	19223	MEDICAL MART SUPPLIES LIMITED	27 MAR 18	1638.00		0.00
BMO	N	SSYS34560	19224	MEGA-LAB MANUFACTURING CO. LTD	27 MAR 18	866.22		0.00
BMO	N	SSYS34560	19224	MIP, INC.	27 MAR 18			0.00

BANK CODE : BMO
 CHEQUE REGISTER FROM 01MAR18 TO 31MAR18
 FAIRVIEW MENNONITE HOME

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BMO	N	SSYS34561	19225	NABCO CANADA INC. SW ON TARIO BRANCH	27 MAR 18	203.40		0.00
BMO	N	SSYS34562	19226	NELLA CUTLERY (HAMILTON) INC.	27 MAR 18	26.00		0.00
BMO	N	SSYS34563	19227	NORBERTA TAVARES	27 MAR 18	450.75		0.00
BMO	N	SSYS34564	19228	OLDER ADULTS CENTRES AS SOC OF ONTARIO	27 MAR 18	550.00		0.00
BMO	N	SSYS34565	19229	ONTARIO HEALTHCARE HOUS EKEEPERS' INC	27 MAR 18	95.00		0.00
BMO	N	SSYS34566	19230	ONTARIO LONG TERM CARE ASSOCIATION	27 MAR 18	1141.30		0.00
BMO	N	SSYS34567	19231	PRINTER COPIER SUPPLIES	27 MAR 18	255.38		0.00
BMO	N	SSYS34568	19232	QCARE KWC INC.	27 MAR 18	4825.15		0.00
BMO	N	SSYS34569	19233	RICHARDSON FIRE SYSTEMS INC	27 MAR 18	169.50		0.00
BMO	N	SSYS34570	19234	RIEPERT SALT & SUPPLIES INC.	27 MAR 18	511.16		0.00
BMO	N	SSYS34571	19235	SCHINDLER ELEVATOR CORP ORATION	27 MAR 18	1111.15		0.00
BMO	N	SSYS34572	19236	SHERWIN WILLIAMS CO.	27 MAR 18	355.18		0.00
BMO	N	SSYS34573	19237	SHRED - IT INTERNATIONAL ULC	27 MAR 18	106.62		0.00
BMO	N	SSYS34574	19238	SIGNMAKERS	27 MAR 18	164.76		0.00
BMO	N	SSYS34575	19239	ST. JACOBS PRINTERY LTD	27 MAR 18	503.75		0.00
BMO	N	SSYS34576	19240	STERICYCLE, INC.	27 MAR 18	302.93		0.00
BMO	N	SSYS34577	19241	SUPERIOR SOLUTIONS LTD.	27 MAR 18	245.18		0.00
BMO	N	SSYS34578	19242	SYSCO SOUTHWESTERN ONTARIO	27 MAR 18	4650.46		0.00
BMO	N	SSYS34579	19243	TECHNICAL STANDARDS & SAFETY AUTHOR.	27 MAR 18	150.00		0.00
BMO	N	SSYS34580	19244	THERM-ALL HEATING COOLING REFRIGERATION INC.	27 MAR 18	2763.55		0.00
BMO	N	SSYS34581	19245	TIM THE KEY MAN	27 MAR 18	636.19		0.00
BMO	N	SSYS34582	19246	TOM GOWING WATER TREATMENT	27 MAR 18	6805.97		0.00
BMO	N	SSYS34583	19247	TRANSIT - HOGG FUEL & SUPPLY LIMITED	27 MAR 18	105.27		0.00
BMO	N	SSYS34584	19248	TRAP DOC INC. (THE)	27 MAR 18	370.19		0.00
BMO	N	SSYS34585	19249	WAYNE SCHIEDEL	27 MAR 18	50.00		0.00
BMO	N	SSYS34586	19250	WILLOWDALE PHYSIOTHERAPY SERVICES	27 MAR 18	5684.00		0.00
	N					1020722.05		303499.28
***						1020722.05		303499.28
						1020722.05		303499.28

175 records listed.