# Fairview Mennonite Homes and Parkwood Mennonite Home

# Board of Directors - Agenda

# January 23rd, 2020 5:30 p.m. Parkwood Boardroom

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| 1. | Call the meeting to Order:  Fairview Mennonite Homes and Parkwood Mennonite Home  Opening Remarks | Marion Good |
| 2. | Approval of Agenda   * Resolution to Approve joint agenda for Fairview Mennonite Homes and Parkwood Mennonite Home | Marion Good |
| 3. | Devotions (next meeting John Shantz) | Fred Schiedel |
| 4. | Minutes (November 28, 2019)   * Resolution to Approve Fairview Mennonite Homes Minutes * Resolution to Approve Parkwood Mennonite Home Minutes | Marion Good |
| 5. | Business Arising | Marion Good |
| 6. | Report from Leadership |  |
|  | 6.1 Executive Director Key Performance Indicators   * Resolution to approve to Fairview Mennonite Homes * Resolution to approve to Parkwood Mennonite Home | Elaine Shantz |
|  | * 1. Financial Statements * Resolution to approve to Fairview Mennonite Homes * Resolution to approve to Parkwood Mennonite Home | Brent Martin |
|  | * 1. CEO Report * Resolution to approve to Fairview Mennonite Homes * Resolution to approve to Parkwood Mennonite Home | Elaine Shantz |
| 7. | Committee Report   * Nominating Committee Report * Finance Committee Report | Nancy Mann  Bob Shantz |
| 8. | Board Retreat Debriefing   * Resolution to approve the overarching name for the organization, used for marketing and communication purposes, as Fairview Parkwood Communities. The individual names used will be Fairview Community and Parkwood Community. * Resolution to approve the previously named Shared Services team to the Resource team. | Elaine Shantz |
| 9. | Legislative Requirements   * Vulnerable Person Screening | Erna Koning |
| 10. | Operations Report | Elaine Shantz |
| 11. | Lightening Round | Marion Good |
| 12. | Motion to Adjourn | Marion Good |

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|  | **2020 Dates to Remember** |  |
|  | **Thursday, February 27, 2020**  **Thursday, March 26, 2020**  **Thursday, April 23, 2020**  **Thursday, May 28, 2020**  **Thursday, June 25, 2020** | Board Meeting  Board Meeting  Board Meeting  Board Meeting  Board Meeting |

CEO In Camera

Board In Camera

# PARKWOOD MENNONITE HOMES

# BOARD of DIRECTORS MEETING MINUTES # 2019 – 253

# November 28, 2019

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| **Present:** | Marion Good (Chair)  Ed Nowak (Vice Chair)  Jennifer Krotz (Secretary) | Ken Frey  Ruth Konrad  Nancy Mann  John Shantz  Fred Schiedel |
| **Absent:** | Bob Shantz (Treasurer) |  |
| **Staff:** | Elaine Shantz  Brent Martin | Cynthia Lacroix (minutes) |
| **Guest:** | Erna Koning |  |

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| **A.** | **CONTEXT OF THE MEETING** |  |
|  | **Call to Order, Opening Remarks** Marion Good called the joint meeting of Fairview Mennonite Homes and Parkwood Mennonite Home to order at 6:21 p.m. |  |
|  | **Motion to approve the Joint Agenda**  Location: Parkwood  Made by Jennifer Krotz  Seconded by Fred Schiedel | Carried |
|  | **Devotions offered by Ed Nowak** Ed reflected on finding an interesting file (The Fax of Life) as he cleaned out his office upon retirement. He came upon a story that spoke of responding to a ‘nudge’ to take a chance or new direction. Ed reflected on the theme of excelling at what you do and invited Marion to share five traits identified in the Bible of people who excel:   1. Work with enthusiasm 2. Sharpen their skills 3. Keep their word 4. Maintain a positive attitude 5. Do more than is expected   Ed observed that Fairview and Parkwood are blessed to have Elaine as the CEO, who responded to the ‘nudge’ and is a person who excels. |  |

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| **B.** | **NEAR TERM ISSUES AND REPORTING** |  |
|  | **Minutes of Parkwood Mennonite Home Meeting #2019-252** Discussion arising: none Corrections: Joint minutes to be included with Parkwood minutes  Motion to approve the minutes of #2019-252 dated October 24, 2019 Made by Ed Nowak Seconded by Nancy Mann | Carried |
|  | **Business Arising** None |  |
|  | **Report from Leadership** |  |
|  | 6.1 Key Performance Indicators presented by Elaine Shantz  Highlights and discussion   * Will be hiring a Director of Resident Care in LTC * Security has been in the news; discussion around the pros and cons of a camera in the Resident’s room with respect to dignity and privacy of Resident and staff concerns; Residents have a right to have a camera in the room * Experiencing vacancies in several smaller retirement suites which are more difficult to fill; overall, occupancy continues to exceed expectations * New direction received on critical incidents in LTC which may impact policy and reporting |  |
|  | Motion to approve Parkwood’s KPI  Made by Fred Schiedel Seconded by Ken Frey | Carried |
|  | 6.2 Financial Statements presented by Brent Martin  Highlights and discussion   * Performing better than budget, particularly with Retirement Home; we budget for 5% vacancy and experiencing 3.3% vacancy; A lot of equipment has also been depreciated which results in a positive balance * At the same time, some equipment at the end of its life cycle and requirements maintenance |  |
|  | Motion to approve Parkwood’s Financial Statement  Made by Fred Schiedel Seconded by Jennifer Krotz | Carried |
|  | * 1. CEO report presented by Elaine Shantz  Highlights  Updates * Bruce Lauckner is one of the five regional appointees in the LHIN restructure (from 14 to 5) * Bill 124 is a concern: pay increases frozen at 1% / year for not-for-profit homes only; we will choose April 1, 2020 as the date to adopt; CEO will seek a legal opinion as pay equity study is just being completed and there are recommendations for pay grid changes made prior to restricting increases; CEO to meet with Executive * Impact on union negotiations: will limit raises to 1% * CND OHT application has been approved; 24 of the 31 applications have been approved in Ontario; announcement Dec. 5, 2019 (under embargo) * KW4 OHT is in development   Investigating Office Space for Shared Services team   * Shared services team requires space offsite to facilitate productivity and release space for the use of Fairview and create a balance of Shared Services between the sites * Looking to locate between the two sites * Estimate $80,000 budget for space for 15 – 20 staff and the possibility of more if Home and Community expands; plus meeting rooms, board room, lunch room, staff room, washrooms   **Optimal Model for Implementing Francophone LTC beds distributed**   * Celebration and Launch event January 17, 2020, 2 p.m. * $25,000 grant received to move the initiative forward; Christine Normandeau is project lead * Copies of guide will be sent to MPPs, Ministers Fullerton and Mulroney, ADM Brian Pollard and Bruce Lauckner, CEO LHIN * May use the guide to designate Mennonite beds at Parkwood if an expansion is approved |  |
|  | Discussion:   * CFO suggested revisiting the 60/40 split in investments (discussed in October 2019) as the market is up; is it better to cash in the equity portion or the GICs? * Recommendation: Finance committee meet in December to revisit the 60/40 split; there is a high likelihood that we will have a project in the next 24 months |  |
|  | Resolution to approve changes to Fairview and Parkwood’s asset allocation of investments following consultation between the finance committee and investment advisor.  Made by Jennifer Krotz  Seconded by Ed Nowak | Carried |
|  | Motion to approve the Joint CEO Report: Fairview and Parkwood  Made by John Shantz Seconded by Fred Schiedel | Carried |
| **7.** | **Parkwood Projects Update**   * Mandate: relieve poverty * Great need for both LTC and rent geared to income (recognized by Ministry and Region) * Funding is available for a housing project from the province as well as from the Region of Waterloo (autumn of 2020, up to $3M); Parkwood is encouraged by Region to apply * Seed funding for feasibility of building affordable housing is available via application; potential for a blend of market and affordable housing * City Planner provided a report on land use: property by University is unencumbered – could be a 6-storey building, possibility of 8-storey (verbally, in past meeting); Zoning by-law: impervious coverage of 50% - is under appeal * Mix averages at 80% of market rate (some at 100%, some at 60%) * More research is required to determine the mix; however, the Region is indicating support for Independent Living /Assisted Living / affordable supportive housing approach * LTC Bed application considerations:  - challenged to build by 2023 and not prepared to make a commitment to meet that date - Long-Term Care Bed Application deadline January 17, 2020 - Parkwood is considered ‘new bed’ status (up to date) - Preference to have the licenses align with 30 years for both - having two projects at two sites in tandem has financial implications - may be another call for LTC beds in future; better timing for PMH * Additional option: Consider providing more care for assisted living, so Residents can stay longer (via Home and Community) |  |
|  | Resolution to not apply for LTC beds for Parkwood at this time.  Made by Nancy Mann  Seconded by John Shantz | Carried |
| **8.** | **Board Retreat Agenda**  Date: January 11, 2020 (full day)  Focus:   * Review Strategic Plan * Fundraising campaign * Marketing and branding * Fundraising committee development   Suggested guests to be invited:   * Rick Martin (Wallenstein Feeds), * Jim Erb, Brenda Hallman to participate in the discussion around fundraising * Michael White from MEDA * Ken Seiling | Elaine Shantz |
| **9.** | **Board Legislative Requirements**   * Driver’s Licence * Code of Conduct and Ethics (signatures) * Conflict of Interest (signatures) * Confidentiality Agreement (signatures) * Vulnerable Person Screening (new) – police reference check | Elaine Shantz |
| **10.** | **Retreat Reports**  Canadian Mennonite Health Assembly (Nancy Mann)   * Highlights: health leadership capabilities framework ‘LEADS’ in a caring environment; spiritual care training program for volunteers; handout on position on Medical Assistance in Dying * Brent Martin (CFO) serves as Treasurer * Note: 2021 Global Anabaptist Healthcare Summit (details tbd)   MEDA (Elaine Shantz)   * Excellent networking opportunity * Highlight: leadership model: getting from here to there | Nancy Mann Elaine Shantz |
| **11.** | **Lightening Round** | Marion Good |
|  | Ken Frey – grateful that 2 years ago the CEO heeded the call; much accomplished  Ruth Konrad – Appreciation for conversation prior to motions  Jennifer Krotz – provided website re Vulnerability checklist Fairview  Nancy Mann – no further comments  Ed Novak – lots going on, glad to be part of it  Fred Schiedel – Kudos on application  John Shantz – Kudos to Board for flushing out options and ideas  Marion Good – Happy to see shared services team grow to support CEO in further opportunities; kudos to Brent and his team  Brent Martin – important to build reputation and look professional  Elaine Shantz – need to continue to look more professional all of the time |  |
| **12.** | Motion to adjourn meeting at 9:12 p.m.  Made by Jennifer Krotz Seconded by Fred Schiedel | Carried |

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|  | **2019/20 Dates to Remember** |  |
|  | **Thursday, December 12 Friday, December 13**  **Saturday, January 11**  **Friday, January 17**  **Thursday, January 23, 2020**  **Thursday, February 27, 2020**  **Thursday, March 26, 2020** | Fairview Staff Christmas Party, Sunbridge Hotel  Parkwood Staff Christmas Party, Parkwood  Board Retreat  Fairview: Building a Community Wellness Day; launch of Francophone Manual  Board Meeting  Board Meeting  Board Meeting |

CEO In Camera

Board In Camera

# FAIRVIEW MENNONITE HOMES

# BOARD of DIRECTORS MEETING MINUTES # 2019 – 568

# November 28, 2019

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| **Present:** | Marion Good (Chair)  Ed Nowak (Vice Chair)  Jennifer Krotz (Secretary) | Ken Frey  Ruth Konrad  Nancy Mann  John Shantz  Fred Schiedel |
| **Absent:** | Bob Shantz (Treasurer |  |
| **Staff:** | Elaine Shantz  Brent Martin | Cynthia Lacroix (minutes) |
| **Guest:** | Erna Koning |  |

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|  | **Motion to approve the Joint Agenda**  Location: Parkwood  Made by Jennifer Krotz  Seconded by Fred Schiedel | Carried |
|  | **Devotions offered by Ed Nowak** Ed reflected on finding an interesting file (The Fax of Life) as he cleaned out his office upon retirement. He came upon a story that spoke of responding to a ‘nudge’ to take a chance or new direction. Ed reflected on the theme of excelling at what you do and invited Marion to share five traits identified in the Bible of people who excel:   1. Work with enthusiasm 2. Sharpen their skills 3. Keep their word 4. Maintain a positive attitude 5. Do more than is expected   Ed observed that Fairview and Parkwood are blessed to have Elaine as the CEO, who responded to the ‘nudge’ and is a person who excels. |  |

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| **B.** | | **NEAR TERM ISSUES AND REPORTING** | |  |
|  | | **Minutes of Fairview Mennonite Homes Meeting #2019-567** Discussion arising: none  Motion to approve the minutes of #2019-567 dated October 24, 2019 Made by Ken Frey Seconded by John Shantz | | Carried |
|  | | **Business Arising** Question re employee survey:  Employees indicated they would like to have an employee committee; it will be launched in January 2020. | |  |
|  | | **Report from Leadership** | |  |
|  | | * 1. Key Performance Indicators presented by Elaine Shantz  Highlights and discussion * Kudos to the LTC team: RQI review – nothing outstanding. * Kudos to the new Home and Community team: a number of compliments received from Residents in Retirement * Recent craft show raised in the neighbourhood of $9000; crafts are largely made by Residents * New direction received on critical incidents in LTC which may impact policy and reporting | |  |
|  | | Motion to approve Fairview’s KPI  Made by Ruth Konrad Seconded by John Shantz | | Carried |
|  | | * 1. Financial Statements presented by Brent Martin  Highlights and discussion * Received Cyber insurance payment $55k revenue recovery * Kudos: Home and Community is showing a positive revenue stream * Home and Community meeting with the LHIN scheduled for January; possibility of expanding to Parkwood * Kudos: Hired 29 staff and retained 26 to date: very positive; good position for PSWs with good wage, benefits, working conditions and strong onboarding and training; have a home base, have an office, part of a team and organization and have a good schedule | |  |
|  | | Motion to approve Fairview’s Financial Statement  Made by Nancy Mann Seconded by John Shantz | | Carried |
|  | | * 1. CEO report presented by Elaine Shantz  Highlights Acknowledgements * Belinda Karahalios, MPP (Cambridge) congratulated Fairview on receiving the Francophone grant   Updates   * Bruce Lauckner is one of the five regional appointees in the LHIN restructure (from 14 to 5) * Bill 124 is a concern: pay increases frozen at 1% / year for not-for-profit homes only; we will choose April 1, 2020 as the date to adopt; CEO will seek a legal opinion as pay equity study is just being completed and there are recommendations for pay grid changes made prior to restricting increases; CEO to meet with Executive * Impact on union negotiations: will limit raises to 1% * CND OHT application has been approved; 24 of the 31 applications have been approved in Ontario; announcement Dec. 5, 2019 (under embargo) * KW4 OHT is in development   Building update   * Residents have commented positively on work done to date * A number of outstanding projects require attention and financing;   Fairview can realize funds through repayment of a loan from Parkwood and ability to use investments funds  Investigating Office Space for Shared Services team   * Shared services team requires space offsite to facilitate productivity and release space for the use of Fairview and create a balance of Shared Services between the sites * Looking to locate between the two sites * Estimate $80,000 budget for space for 15 – 20 staff and the possibility of more if Home and Community expands; plus meeting rooms, board room, lunch room, staff room, washrooms   **Optimal Model for Implementing Francophone LTC beds distributed**   * Celebration and Launch event January 17, 2020, 2 p.m. * $25,000 grant received to move the initiative forward; Christine Normandeau is project lead * Copies of guide will be sent to MPPs, Ministers Fullerton and Mulroney, ADM Brian Pollard and Bruce Lauckner, CEO LHIN * May use the guide to designate Mennonite beds at Parkwood if an expansion is approved | |  |
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|  | | Resolution to approve changes to Fairview and Parkwood’s asset allocation of investments following consultation between the finance committee and investment advisor.  Made by Jennifer Krotz  Seconded by Ed Nowak | | Carried |
|  | | Motion to approve the Joint CEO Report: Fairview and Parkwood  Made by John Shantz Seconded by Fred Schiedel | | Carried |
|  | | Resolution to approve up to $500,000 of investments to be taken from investments to complete in progress projects and quoted Centre dining room and Suites refurbishing.  Motion to approve Made by Ed Nowak  Seconded by Ken Frey | | Carried |
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| **8.** | | **Board Retreat Agenda**  Date: January 11, 2020 (full day)  Focus:   * Review Strategic Plan * Fundraising campaign * Marketing and branding * Fundraising committee development   Suggested guests to be invited:   * Rick Martin (Wallenstein Feeds), * Jim Erb, Brenda Hallman to participate in the discussion around fundraising * Michael White from MEDA * Ken Seiling | | Elaine Shantz |
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CEO In Camera

Board In Camera

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

**Fairview Mennonite Homes**

**Parkwood Mennonite Home**

**December 2019**

**Government Update (s)**

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| **Pharmacy**: As reported in CEO Report November 2019, the government model for pharmacy has changed. A meeting has been set in January with Remedy’s Pharmacy (Parkwood service provider) to discuss the implication for our Communities. Both Parkwood and Fairview contracts are due in April 2020. |

**Long Term Care Bed Application:** Fairview: There is no further update on the LTC bed application. (F)

**Ontario Health Teams (OHT):** CND OHT: The next steps for the OHT include: 1) Steering committee (all 18 members) will meet on a monthly basis. The person attending must have the ability to “bind the corporation”. CEO will be the Fairview representative. 2) Operations Committee has been established to meet once a week. CEO has been asked (and accepted) to serve on this Committee. 3) Governance Committee has been established with one Board member from each of the 18-member organizations participating. This Committee will meet 6x each year. Ken Frey has agreed to be Fairview representative. The first meeting of the governors will be held at Fairview on February 3, 2020. 4) There will be a further opportunity to participate on design committees for care. Christine Normandeau Director Community Development will be nominated to represent Fairview.

The CND OHT has engaged in hiring of a transition lead. The members will now be required to pay for expenses incurred. A survey has been completed and the Operating Committee will evaluate the cost to each organization as a percentage of Ministry revenue. (F)

KW4 OHT: The Ministry of Health progress report will be submitted on January 20, 2020. The hope is that KW4 signatories will be invited to submit a full application. Meetings of the signatories have increased to monthly. As well, a focus group is scheduled for January 20th to define the target population. CEO has been invited to participate.

KW4 OHT is struggling to come together. There are a number of unique challenges the group faces: 1) It is a large group with 31 signatories – only 5 are committed primary care providers. There are 270 primary care providers in the area. An attempt is being made to set up a Primary Care Provider Council. An initial meeting has been set up. 2) KW4 is a highly settled area for refugees with complex social and medical needs. 3) Homelessness in the area has increased causing overflow in the shelters. 4) Frail elderly, refugees and homeless are intended to be the target population. Many of these individuals are not connected with a primary care provider. (P)

**Spousal Reunification:** The “Till Death Do Us Part” bill is receiving a great deal of publicity. MPP Catherine Fife and Fairview resident Jim McLeod have been interviewed numerous times. Unfortunately, this has not improved Jim’s personal situation. Jim’s wife has fallen from 14 to 16 on Fairview’s waitlist due to crisis applications. CEO has contacted the LHIN to set up a meeting to discuss.

MPP Catherine Fife spent an afternoon at Fairview to tour and discuss Fairview’s plans for the future. She has promised to advocate on Fairview’s behalf for the approval of LTC bed application. As well, time was spent updating the MPP on Parkwood’s plan to move forward with affordable housing. Support was promised for the Parkwood initiative.

**Community Initiatives**

**Board Retreat**: Held January 11, 2020. Board members, senior leadership and invited guests – Brenda Hallman, Jim Erb and Rick Martin attended the session. Focus of the day was to discuss a capital campaign. Brenda Hallman presented on Waterloo Region Hospice Campaign. See attached agenda.

Summary of accomplishments and dreams was shared by senior leadership team. See attached power point presentation.

Decisions to be confirmed at January Board meeting by resolution:

1. The overarching name for the organization, used for marketing and communication purposes will be Fairview Parkwood Communities. The individual names used will be Fairview Community and Parkwood Community.
2. The previously named Shared Services team will become known as the Resource team.

In addition, notes from the discussion of the day are attached for further discussion. The updated Strategic Plan has been added to the Board website.

**Parkwood Affordable Housing**: Bill Green, planner retired from GSP Group, has been engaged to evaluate the potential of the Parkwood site to determine future capacity. Bill was introduced to CEO through Jim Erb. He is the planner for the Waterloo Region Hospice. When the site evaluation has been completed, an affordable housing project will be planned and recommended for formal approval. Steps for this project include: 1) Basic design of the building; 2) reviewing available models with CMHC and the Region; 3) application for SEED funding (and other funding opportunities; 4) developing a pro forma for approval and financing; 5) hiring of a capital campaign manager, designation of a campaign chair and committee to develop a capital campaign for the project. (P)

**CEO Resident Christmas Events:** Coffee break was held with Fairview residents (Parkwood reported in November report) on December 30th. Over 100 independent living residents attended. Unfortunately, the entertainment cancelled at the last minute. The time was used to bring residents up to date on the strategic plan initiatives. It was a great afternoon in spite of the lack of entertainment. (F)

These events, which will take place 3 to 4 times a year are intended to communicate with residents and help them understand the need for “the behind the scenes people”, that Resource team does have a role to play even though not always visible.

**Building update:** Three significant projects are scheduled for early in the year at Fairview: 1) The Centre servery and hallway $92,000. 2) Suite balcony $33,000 and 3) Preston School Apartment elevator $60,000. 4) In addition, FA requires a new domestic hot water system $60,000 and air makeup system $160,000. These are significant expenditures. Three grant applications have been submitted to Waterloo Region for the capital expenses listed in 4) and the Centre servery. It is hoped Fairview will receive a small portion to cover some of these expenses. (F)

**Resource team offices: C**FO, Director of Building and CEO have started to tour potential sites close to the expressway. Initial sites have not proven to be of interest.

**Francophone Long Term Care Guide:** Launch was held January 17 as part of the annual Wellness Fair. MPP Belinda Karahalious and Mayor Kathryn McGarry provided greetings as part of the program. Marion Good, John Shantz and Nancy Mann represented the Board. CEO acted as MC for the event. See attached agenda and notes. (F)

**Congregate Dining Initiative:** A new dining initiative has been introduced as part of Fairview Congregate Dining program in the Centre. This is a partnership with the LHIN. It will involve residents who are part of the IALP/Home and Community program who live in Cambridge to come to Fairview for a meal via the Fairview bus. The total cost per meal is $18.75 which includes bus transportation. The LHIN will subsidize $8.75 and the senior will pay the remaining $10 per dining experience. The purpose of the program is to engage seniors in the community reducing isolation and ensuring a healthy meal. The program will be carried out through 2020.

**Human Resources:** Alan Cook has started his role on January 13, 2020 as Director Spiritual Care and Culture. (P)

Interviews are in process for the Director Resident Care. (P)

**Financial Statements:** See attached financial statements for December 2019.

**Internal and External Meetings**

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| **Meeting** | **Agenda** | **Involvement** |
| Fairview Resident Christmas event | Celebration with CEO | Resource team |
| Cambridge Memorial Hospital new wing grand opening (see attached photo) | Meeting with Minister of Health Christine Elliott | CEO attended with CND OHT |
| Regional Counselor – Jim Erb  Planner Bill Green | Affordable housing site review for Parkwood. | CFO, Director Building, CEO |
| CND OHT X2 | Monthly meeting  Operations meeting | CEO |
| Ward Counsellor Diane Freeman (P) | Discuss affordable housing | CEO |
| Demonstration group meet with GRH and Freeport team X2 | Freeport potential site for LTC | CFO, Director Building, Director Community Development, CEO |

**Risk**

Fairview incident: BF – apartment resident returning from church fell and broke her pelvis October 2019. This has been investigated by insurance. No claim has been made to date. (F)

Fairview incident: PR spouse of Preston School Apartment fell at Fairview main campus December 2019. Her face was scraped and glasses broken. No other injuries noted. Executive Director paid for replacement of glasses and coat cleaning. This incident has been reported to insurance as a precautionary measure. Insurance has investigated. PR has requested physiotherapy. (F)

Parkwood incident SB – employee who fell and broke her ankle when leaving the building January 1, 2016 due to winter conditions is moved to discovery. No further update. (P)