

**Shoreham Village  
Board of Directors Meeting – Minutes  
May 19, 2021**

**Present (via Teams):** Alice Leverman, Patsy Brown, Nancy Timbrell-Muckle, Liz Finney, Joseph Green, Andrew Snyder, Janet Simm, and Reinhard Jerabek.

**Guests (via Teams):** Chris Trenaman, Grant Thornton

**1. Welcome and introductions**

- The meeting was called to order at 2:35 pm. Chris Trenaman, Grant Thornton was welcomed to the meeting.

**2. Approval of Agenda**

***Motion to approve agenda. Nancy Timbrell-Muckle and seconded by Patsy Brown. Motion Carried.***

**3. Approval of Minutes – March 24, 2021**

***Motion to approve minutes from the March 24, 2021 meeting. Liz Finney and seconded by Andrew Snyder. Motion carried.***

**4. Finance Report**

**4.1 Financial Statements to March 31, 2021 - unaudited (Attachment)**

- Cash has decreased due to spending of capital funding and retro CUPE and Essential Worker benefits that were paid to staff.
- An expected deficit of \$100,000 at fiscal year end. Staffing shortages within Resident Care has been the main causing factor. Contracted services is high due to the cost of agency staff and transportation. This would usually be offset with a favorable balance in salaries, however it is not enough to offset the agency staffing costs and transportation. The majority of agency staff do not live local, so we are required to pay for transportation.
- When staffing was at its worst, we were using roughly 5-8 agency staff per day. Staffing has improved slightly and the number of agency staff used per day has decreased.
- With this fiscal year end expected deficit of \$100,000 and beginning deficit of \$45,000, it will make a cumulative deficit of \$145,000. This is the first year since the partnership that we have incurred a deficit. In the last several years we had been making progress on the cumulative deficit. Reinhard assured that this is not something to be concerned with in the interim from an operating perspective, as the cash position is good.

- Deferred Revenue has decreased and deferred contributions has increased. This is due to capital funding, which is received as a lump sum instead of being incorporated into the annual budget.
- The deficit of \$58,000 for the month of March in Long Term Care is not truly representative of monthly operations, since YTD transactions, supplemental government funding, and COVID related infection control expenses are included. This deficit is offset in revenue.

#### **4.2 Audit Plan Presentation – Chris Trenaman, Grant Thornton**

- Chris Trenaman, Grant Thornton introduced himself and noted that he has taken on Jeff Sabean’s role. He noted that Kelsey Murphy is on mat leave and that Taylor Andrews is her replacement while she is away.
- The auditors have started virtual field work. It is important for the Audit Plan to reviewed, so that any necessary changes can be incorporated into the audit.
- Materiality rate is usually 3% of revenue. This year 2.5% will be the rate used.
- No concerns of fraud have been found in the audit. Revenue and Accounts Receivable are high risk areas.

***Chris asked the Board if they have any concerns of fraud that they wanted to bring forth.***

*The Board had no concerns at this time. They were encouraged to reach out to Chris at any time if a concern should arise.*

- The audit has been affected by COVID-19. Two main areas to consider are the financial impact and the audit approach. Notes of disclosure have been included in the audit plan.
- The audit itself will be carried out virtually. A good percentage has already been completed and is going well. Virtual audit is not something unique to Shoreham. The majority of audits have been carried out in this manner due to the pandemic.
- Chris indicated that the proposed draft financial statements should be presented to Reinhard next week. He will return in June to present audit findings.
- It was discussed and decided that June 2 would be the financial meeting. Chris and Reinhard have this date booked in their calendars.

#### **4.3 Budget**

- Revenue is based on the most recent November budget.
- No upcoming collective agreement settlements are included.
- Revenue is up slightly.
- 2% increase for Management/Non-Union staff.
- CPP benefit increase for both employer and employee.
- LPN adjustment in compensation occurred across the sector. This was included in the November budget.
- This year’s budget is expected to be break even. It was originally expected to be a \$20,000 surplus, but agency costs have resulted in a break even situation.
- Dietary expenses are expected to increase with food costs on the rise. Supply chain issues are having an impact on costs. There is no concern of food shortage, however costs are much higher.
- Insurance has increased across the sector. It is driven by the underwriters, so changing brokers will not affect the price.
- Increase in environmental services for infection control.
- In the previous fiscal year, COVID related expenses were being submitted to DHW on monthly basis. In 2021, monthly submissions for COVID expenses will no longer be accepted. As per the CEO report, DHW have provided an envelope of funding which will be dispersed as lump sum funding. This April to September funding has not been included in the budget. It will be brought into revenue in equal portions over the six months.

DHW has made it clear that spending for COVID related expenses will need to be kept within the funding envelope. No further funding will be provided for COVID related expenses outside this funding. PPE does not come out of this funding envelope.

***Motion to accept proposed 2021-2022 budget as presented. Nancy Timbrell-Muckle and seconded by Patsy Brown. Motion Carried.***

## **5. Business Arising**

### **5.1 Formal partnership Evaluation – Project with Dalhousie University**

- Nova Scotia Health Authority (NSHA) had circulated a memo noting that all staff efforts need to be directed to COVID response. As a result, this project has been put on hold for the time being.
- Significant progress has been made over the past few weeks. The next phrase was to start the interview process.

We will pick up where we have left off, once approval to proceed is given by NSHA.

### **5.2 Partnership Agreement Performance Indicators Update**

- The Board was pleased with the proposed indicators. There was one area of concern – Risk Management.

The CEO noted that the CEO Report is aligned with Accreditation Canada guidelines, which includes risk reporting. Emails are sent as well to the Board should any risk item arise.

The Chair asked if the CEO would investigate further indicators that could expand this section.

The CEO will present suggestions at the next Board meeting.

Once finalized by the Board, it will be distributed to NW for feedback. The amended contract and performance indicators will be distributed to NW at the same time.

### **5.3 Strategic Planning session**

- DHW has approved a full facility renovation including an additional 6 beds. They were in agreement that the value of the current facility site and location is an asset. They are in support based on a full water assessment to determine if our water could support the renovation with the additional 6 beds and cost projections.
- We have now been advised that all resident rooms must meet the new level 2 standards. With this change, we had to prepare a new renovation plan. Syd Dumaresq developed a new facility design, which included the additional 6 beds and an additional 2 wings. It is a 2 story design with an outdoor deck off each wing.
- Before COVID it was predicted that a renovation would cost approximately 19 million, which included the additional 6 beds, 1 new wing, and a full renovation for the remainder of the facility.  
It is expected that the new design Syd developed will come in at approximately 27-28 million. This design will include the additional 6 beds, 2 new wings, and a full renovation for the remainder of the facility. All resident rooms and resident living spaces will be new. Each unit will contain one shared couples room.  
DHW gave approval to proceed with planning for the new design. Approval to proceed with the renovation will not be granted unless the DHW are comfortable with the cost and if the water assessment is favorable. The team, Architect and Project Manager have already been approved by DHW.
- A full water assessment has been funded and work has started.
- A technician was hired to develop strategic strategies to improve our water usage.
  
- It was suggested that Syd Dumaresq attend the AGM as the special guest. The CEO will contact Syd to see if he would be interested.
- Josie Ryan had a significant amount of involvement in the new facility design. She is retiring at the end of June, but has agreed to stay on as a consultant.
- The Board was pleased with the proposed new design. There was concern if a sense of community will be lost with this design. The CEO will ask Syd how a sense of community could be incorporated.

### **6. New Business**

Nil

### **7. Chairs Report**

## 7.1 AGM – June 16, 2021

### 7.2 Nominations for consideration (Joseph Green/Andrew Synder)

- The nominating committee had asked the Board to submit names of any potential new Board members. Joe also approached a few suppliers/contractors in the community to see if they had any recommendations.
- Here are the proposed names:
  - Brian Web
  - Bob Youden
  - Barry Taylor (Crossridge Construction)
  - Steve Foran (Chester Building Supplies)
  - Matthew Fraughton
- After some discussion and taking all things into consideration, the Board felt the following 3 people should be approached: **Brian Web, Steve Foran and Matthew Fraughton.**

Joseph will contact those 3 individuals to determine if they would be interested in joining the Board. At this time, we only have one Board vacancy. However, if all 3 of these individuals are interested in joining then we will encourage that.

- It was felt that Board governance and structure should be discussed in the future. This will be discussed at the Strategic Planning Session in the fall.

## 8. CEO Report (Attachment)

- The CEO acknowledged the amazing response by staff during the COVID outbreak situation at Shoreham. They supported swabbing clinics and worked additional hours as required.
- Garden Project – An application for this grant will be submitted sometime in June. A landscape architect was approached to help us design a garden surrounding the pond. Many factors needed to be considered, such as the Apartments by-law restrictions, and accessibility to the pond as part of our Emergency Plan. Vollick McKee is the landscaping architect developing the initial design. He has been used by NW for many projects and is experienced with these kind of complex designs.

It will cost \$8,000 to continue with the design work needed for the application grant. A \$5,000 donation was received, which will be used towards this design work. There is a \$7,500 surplus in contracted services from the OHC contract. The CEO was wondering if the additional funds could come from the OHC contract surplus

- The Garden Project would cost approximately \$200,000. DHW does not need to approve this project as DHW funding will not be used.

- We can not proceed with this project unless we are approved for the grant. If our application gets accepted for the grant, then a local landscaping company will be used to carry out the project.
- We are expected to fund the annual maintenance of the garden.
- The Apartments has agreed that we could use the land surrounding the pond. If the project gets approved, a memorandum of understanding will be established between Shoreham and the Apartments.
- The garden will also be available for public use. Where the garden is close to a few of the resident rooms units (new design), privacy screens will be put on the windows.
- The last grant we submitted was for B wing garden and it was not accepted. Lack of partnerships was noted as one of the reason for not being approved. This garden will be enjoyed by residents, apartment tenants, and the general public.

***Motion to allow \$8,000 to be used towards the design for the Garden Project application grant. Funding will come from the \$5,000 donation with the remainder of funding coming from the OHC contract surplus. Nancy Timbrell-Muckle and seconded by Joseph Green. Motion Carried.***

- Angela Cain has accepted a position elsewhere and will be resigning from her position effective May 21<sup>st</sup>. Roberta Gates-Thompson has accepted the position and will be starting the 2<sup>nd</sup> week of June.
- Staff vacancies have improved. Current vacancies consist of 1 part-time LPN and 4 CCA positions.

**9. Next Meeting: June 2, 2021 Audited Financial Statements**

- The nominating committee plans to have their report ready.
- Syd Dumaresq responded to the CEO's email and will be attending the AGM.
- NW Communications is working on the Community Report.

**10. In Camera**

**11. Adjournment**

***Motion to adjourn at 5:17 pm. Liz Finney***

***Recording Secretary,***

***Tammy Leopold  
Business Office Assistant***