

To:	Counties of Leeds & Grenville Leadership	Contact:	Mario Garcia, Project Administrator
From:	Rujuta Kulkarni, Project Manager Colliers Project Leaders	Document No:	P7101-2105487920-334(1.0)
Project Name:	G. Tackaberry and Family Home	Date:	March 27, 2025
Report Period:	Project Status Report – February 20th – March 27th 2025		

## 1. Project Dashboard

Current Project Phase:



Status	Overall Status	HR & Recruitment	Financial Planning	Operational Planning	Change Management
Last Period	Moderate Risk	Moderate Risk	Moderate Risk	Moderate Risk	Moderate Risk
This Period	Moderate Risk	Moderate Risk	Moderate Risk	Moderate Risk	On Track

### Summary of Project Status

With the recent change in leadership at Maple view Lodge, Colliers has been working closely with the new Administrator Linda Hunter to assist with onboarding and knowledge transfer as it relates to the Operational Readiness and Transition Planning aspects of the project.

Operational Readiness workplan meetings have concluded and program leads continue to be encouraged to prioritize and close the remaining 20% operational gaps internally prior to occupancy of the new facility.

The Ministry of Long-term Care (MLTC) provided their feedback on the Initial Occupancy Plan on January 17, 2025. UCLG has been advised to prioritize addressing the feedback, make changes as needed and submit the final occupancy plan by April 15, 2025. To assist with this work effort, Colliers has taken the initiative of introducing the new Administrator to the MLTC Project Manager to keep the MLTC apprised of the change in leadership, project status and coordinate ongoing work efforts with MLTC as it relates to Final Occupancy Plan submissions and Pre-Occupancy Review (inspections) preparations.

Training and Orientation planning meetings are underway to ensure training plans are fully developed for implementation in May and June 2025. All training topics have been determined through workplan and occupancy plan meetings to help managers prioritize areas that require staff training and orientation. Department managers have been advised to prioritize the development of content for their respective departments for training prior to March 31<sup>st</sup>, 2025. The due date to review and revise departmental policies was February 19<sup>th</sup>, 2025; this date has since been revised, and all managers are encouraged to review and revise their departmental policies and procedures by April 30<sup>th</sup>, 2025. Emergency Preparedness plans as well will need to be finalized prior to staff training in May 2025.

Move planning meetings will be scheduled from April 2025 onwards to assist with move readiness prior to move-in expected in August 2025.

## 2. Working Group Updates

Working Group	Mandate	Summary of Work
<b>Model of Care</b>	To build on the work completed by Colliers in May 2022 in developing the framework and implementation plan relating to model of care.	With the completion of the MoC mission and vision statement, Model of Care work efforts have resumed in March 2025. Judith Gilchrist has provided an overview of the recommended Model of Care education plan to key team members and will repeat the overview for the leadership team again to develop next steps for implementation. Training and orientation content for staff education on the Model of Care is work in progress and will need to be finalized prior to Training in May 2025.
<b>Human Resources</b>	The purpose of the HR Planning Working Group is to provide direction, oversight, and resource support to complete the tasks and activities required to develop a staffing model for the new facility.	Rylee Donaghue has rejoined the team as a HR Consultant. Successful events this month yielded promising results for hiring in Dietary, PSWs, RPNs, and RNs. Progress on hiring plans is steady, with April goals including 71 full-time and 33 part-time PSWs. The HR team is hoping to secure 4 RPNs at the Healthdaq job fair. In addition, the RAI Coordinator qualifications have changed from RN to RPN due to a lack of RN applicants. Recruitment for the IPAC position is being expanded beyond Ontario to include Manitoba, BC, and Alberta. Overall Recruitment efforts have gained momentum, and the hiring plan is on track.
<b>Information Technology</b>	The IT Working Group will work in collaboration to create and oversee the implementation plan for technology hardware and software according to the operational needs and timelines established for the project.	Infrastructure Procurement is a 100% complete pending installation.  Installation of firewalls in the server rooms has been



Working Group	Mandate	Summary of Work
		<p>completed. Delays in construction have pushed back distributed infrastructure installation dates for the wiring closets. IT Infrastructure has been pre-staged and is scheduled to be installed in April 2025.</p> <p>The phone system will be installed in April.</p> <p>Tender for TV service has been approved by Council and will likely be installed in May or June.</p> <p>The IT working group has started to focus on procuring the remaining approved Operating systems. This is anticipated to occur in Q2 of 2025.</p> <p>TV's have been approved and will be funded through fundraising. They are to be installed in late Q2 2025. The remaining items that are to be funded through fundraising will be approved and procured later in 2025.</p>
<p><b>Operational Readiness – Workplan Development Meetings</b></p>	<p>The Programs and Services Working Group has representatives from each user of the facility (User Group) to determine program and service specific workflow requirements for operations in the new GTFH. Each User Group will work with the Project Manager to define what will be new and different in the “what” and “how” of their service delivery and report back to the Working Group to facilitate an integrated and seamless transition to the new MVL.</p>	<p>Operational readiness workplan meetings have concluded with 80% operational gaps resolved as of date. Workplan actions continue to be carried across all departments, with good success in closing out tasks. The practices and policies updates are behind schedule and the program leads have been encouraged to prioritize and close off actions prior to occupancy.</p>
<p><b>Communications</b></p>	<p>Colliers’ Communication Advisor was retained until June 2024, to build project awareness with internal and external stakeholders. The focus of this work was to provide monthly social media</p>	<p>Colliers’ scope of work relating to Communications has concluded.</p>

Working Group	Mandate	Summary of Work
	<p>updates, provide project specific content on the Internet and Intranet sites, develop FAQs for staff and residents and to assist with the development of a slide deck for the town hall.</p>	<p>UCLG has been reviewing the communication strategies required to support recruitment and move planning efforts as noted in the HR Plan and through the information shared during occupancy planning meetings.</p> <p>Virtual and in-person meetings are ongoing, and the team is working on a Communications one pager to keep residents and families informed on the redevelopment project along with resident room assignments.</p> <p>The UCLG website will be updated with 80% complete pictures and the countdown for move communication activities will be included as part of the updates.</p>
<p><b>Occupancy Planning</b></p>	<p>Occupancy planning efforts will facilitate the work efforts required to prepare the first draft of the occupancy plan submission to MLTC. The submission will focus on the following aspects:</p> <ul style="list-style-type: none"> <li>• Project Summary</li> <li>• Staff Recruitment,</li> <li>• Organizational Structure</li> <li>• Staff Orientation,</li> <li>• Staffing &amp; Service Commitments,</li> <li>• Resident Admission Assessment Schedules,</li> <li>• Move Plan</li> <li>• Letters of Confirmation.</li> </ul>	<p>Occupancy and Move Planning meetings have concluded. The Initial Occupancy Plan Submission was submitted to the MVL Administrator for final review on November 19. The submission to MLTC was done on November 26, 2024.</p> <p>MLTC feedback on the initial occupancy plan was received on January 17, 2025.</p> <p>MVL is encouraged to continue to update the occupancy plan in preparation of the final submission to MLTC which is due three months prior to total completion i.e. April 2025.</p>
<p><b>Training &amp; Orientation</b></p>	<p>Develop an integrated approach to training &amp; orientation to enable staff to become familiar</p>	<p>Colliers Project Leaders initiated biweekly training and orientation planning meetings. The meetings commenced on March 12 and will</p>

Working Group	Mandate	Summary of Work
	with and gain the knowledge required to successfully operate in the new Home.	run until April 23. All departments are actively preparing their training documents, which remain on schedule for completion by the end of March 2025. Staff have received reminders to complete Surge Learning training by June 2025. The meeting series has produced positive outcomes, with working group managers successfully staying on track.

### 3. Key Challenges & Risks

Operational Readiness Key Element	Impact on Occupancy Plan	Description
1. <b>Financial Plan</b>	<b>Low Risk</b>	The revised financial model was presented and approved by Counties Council on November 7, 2024. The financial model was deemed affordable, therefore the risks associated with financials have been reduced from moderate to low. UCLG will continue to monitor the budget and manage future financial updates.
2. <b>Staff Recruitment</b>	<b>Moderate Risk</b>	Staff recruitment to fulfill the requirements for the 192-bed model has been identified as a high risk to the project. The rural setting, lack of housing and transportation coupled with the existing challenges in hiring and retaining qualified LTC staff are areas of concern for future expansion.  Based on the recruitment work efforts to date, the risk has been reduced from high to moderate as UCLG is currently on schedule with recruitment efforts. Job descriptions development is currently ongoing as well.
3. <b>Lack of Resources to Support Operational Readiness Work Efforts</b>	<b>Moderate Risk</b>	With the current staffing constraints, there is concern that the resource complement will not be able to fully engage to implement on operational readiness work efforts. This could impact on the ability to successfully operate in the new facility. The operational plan will denote requirements for implementation, assigned resources and timelines to complete the task to enable MVL to plan resources appropriately and identify any potential gaps.

#### 4. Schedule Status

	Task	Planned Start	Target Completion	% Complete
Planned Next Period	1 Final Occupancy Plan Submission	Jan 17, 2025	April 15, 2025	0%
	2 IT infrastructure (pending installation) to support occupancy permit (Construction)	Jan 1, 2025	March 30, 2025	100%
	3 IT system/configuration to support Operational requirements (Post Construction)	April 1 2025	August 30, 2025	35%
	4 Address Outstanding Workplan Actions (MVL)	July 11, 2024	October 30, 2024	80%
	5 Develop Training Materials	Aug 15, 2024	March 31, 2025	40%
	6 Develop Emergency Plan	March 28, 2025	May 5, 2025	15%
	7 Finalize Practices and Policies/Updates	November 7, 2024	April 30, 2025	30%
	8 Model of Care Training & Implementation	Feb 17 2025	Aug 8,2025	0%
Milestones	1 IT Infrastructure Installation		April 7, 2025	90%
	2 Initial Occupancy Plan Submission to MLTC		November 26, 2024	100%
	3 Resolution of Operational Gaps		February 19, 2025	80%
	4 Risk Register Updates		June 2025	70%
Completed Tasks	1 Move Plan Development			100%
	2 Occupancy Plan Development (Initial)			100%
	3 Workplan Monitoring Meetings			100%
	4 OROC Meeting 09 – Risk Register Review & Occupancy Plan Update			100%
	5 Identify Training Topics & Trainers (MVL)			100%

#### Attachments

None