PROJECT STATUS REPORT

To:	Counties of Leeds & Grenville Leadership	Contact:	Mario Garcia, Project Administrator
From:	Rujuta Kulkarni, Project Manager Colliers Project Leaders	Document No:	P7101-2105487920-359 (1.0)
Project Name:	G. Tackaberry and Family Home	Date:	June 26th, 2025
Report Period:	Project Status Report – May 22nd – June 26th 2025		

1. Project Dashboard

Current Project Phase: Initiation ❯ Planning ❯ **Monitoring** ❯ Execution

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

Summary of Project Status

Move planning meetings have commenced, covering key topics such as move day logistics, staff coordination, mover RFI, resident move day sequencing, and transport methods. Discussions are ongoing with input from LTC advisor Judith Gilchrist to ensure a well-structured and efficient transition. Due to recent changes in the construction schedule, the move planning meetings are temporarily on hold and are expected to resume in August.

The operational readiness workplan remains on track for completion, with 90% of identified gaps successfully addressed through the support of working group managers and the home administrator. The remaining 10% of outstanding items are being prioritized and will be finalized ahead of the scheduled move day.

Training and orientation planning meetings have been successfully completed, and comprehensive training plans have been fully developed for implementation in June and July 2025.

Emergency preparedness plans are nearing completion with Code Green and Fire plans being finalized by the consultant.

The initial feedback received from the Ministry of Long Term was addressed and the Final Occupancy Plan was resubmitted on May 16, 2025. Linda Hunter will be reaching out to the Ministry to get an update on the approval status of the Occupancy Plan in the coming weeks.

2. Working Group Updates

Working Group	Mandate	Summary of Work
Model of Care	To build on the work completed by Colliers in May 2022 in developing the framework and implementation plan relating to Model of Care (MoC).	A committee was established and began meeting monthly as of May 2025. Concurrently, education on the MOC commenced for new hires, while training for existing staff has been incorporated into the education day for GTFH. The Mission, Vision, and Values statements for MVL/GTFH have been published on the County's official website. Although the previous workplan remains intact, it is temporarily on hold until the educational initiatives are fully completed.
Human Resources	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.	Successful hiring events took place this month and yielded promising results for hiring in Dietary, PSWs, RPNs, and Recreation Aides. Progress on hiring plans is positive, with June goals including 71 full-time and 33 part-time PSWs. In addition, multiple applications for the position of RPN are being interviewed. One RN has been hired part-time and started their training in June. Two RPNs have been hired and will be starting their training in July. The IPAC new hire started in June. Three Dietary Aides have been hired and have started their training in June. The HR team has hired 12 PSWs starting in June and met the June goal for 71 full-time PSWs. Overall recruitment efforts have

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Working Group	Mandate	Summary of Work
		gained momentum, and the hiring plan is on track.
Information Technology	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.	The IT infrastructure installation is 100% completed. Integration testing for most building systems is still outstanding. The phone system has been installed. Commissioning of the system is pending temporary licensing. The operational status of IT systems is estimated to be 25%, with implementation commencing in May and expected to be completed by September. Some systems have already been awarded by the council, and staff are currently finalizing procurement details for PCs, phones, and other necessary equipment. TVs and TV service will likely be installed in August. IT is currently waiting on a schedule to advise vendors when they are to be on site. Workflows for resident services involving facilities and IT have been identified and will be developed in coordination with GTFH.
Operational Readiness – Workplan Development Meetings	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	90% of the outstanding operational gaps in each departmental workplan has been resolved as of date. Pending Workplan actions continue to be carried out across all departments, with good success in closing out tasks. Managers have been encouraged to prioritize and close off actions

Working Group	Mandate	Summary of Work
	Group to facilitate an integrated and seamless transition to the new MVL.	prior to occupancy. Linda Hunter is working closely with all departmental leads to close all outstanding items on each departmental workplan.
Communications	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 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.	Colliers' scope of work relating to Communications has concluded. The Preliminary Move Information Guide for residents and families was reviewed at the Resident Council on April 11. The meeting was well attended by residents and family members. Positive feedback was received about the move information guide including a detailed presentation about the building's design and layout. The communication team is focused on ensuring consistent updates and engagement through ongoing meetings, supporting the residents and families with relevant materials and information.
Occupancy Planning	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: • Project Summary • Staff Recruitment, • Organizational Structure • Staff Orientation, • Staffing & Service Commitments, • Resident Admission Assessment Schedules, • Move Plan • Letters of Confirmation.	The final Occupancy Plan was submitted to the Ministry on April 15, 2025. Feedback from the Ministry of Long-Term Care was received on May 8, 2025, and the revised version was submitted on May 16, 2025. Linda Hunter will be reaching out to the Ministry to get an update on the approval status of the Occupancy Plan.

Working Group	Mandate	Summary of Work
Training & Orientation	Develop an integrated approach to training & orientation to enable staff to become familiar with and gain the knowledge required to successfully operate in the new Home.	Colliers Project Leaders initiated biweekly training and orientation planning meetings, commenced on March 12, 2025. The final meeting was held on May 15, 2025. All departments have prepared their training materials with a few remaining items pending policy and procedure revisions have been completed. Additionally, staff training through Surge Learning has reached a 97.9% completion rate. New education has been drafted and will roll out this coming week for the new education platform. A communications plan will be developed to ensure staff are informed of upcoming training sessions within the new building. The meeting series has yielded positive outcomes, with working group managers effectively maintaining progress and staying aligned with key objectives.

3. Key Challenges & Risks

Operational Readiness Key Element	Impact on Occupancy Plan	Description
1. **Financial Plan**	**Low Risk**	The revised financial model was presented and approved by the 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. **Staff Recruitment**	**Low Risk**	Significant progress has been made regarding staff recruitment to fulfill the requirements for the 192-bed model. Based on the recruitment work efforts to date, the risk has

Operational Readiness Key Element	Impact on Occupancy Plan	Description
		been reduced from high to Low as UCLG is currently on schedule with recruitment efforts.
3. **Lack of Resources to Support Operational Readiness Work Efforts**	**Low Risk**	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 Approval	May 30, 2025	June 30, 2025	0%
	2	IT Systems Operational - Hardware and Devices	May 30, 2025	Aug 12, 2025	42%
	3	Operational Workplan Gaps Resolved	Feb 19, 2025	June 30,2025	90%
	4	Model of Care Review & Updates	May 26, 2024	July 4, 2025	80%
	5	New Department Specific Policies & Procedures Training	May 15, 2025	July 9, 2025	0%
Milestones	1	IT Infrastructure Installation	May 30, 2025	Aug 12,2025	100%
	2	Risk Register Updates		June 2025	70%
	3	OROC Meeting 11		July 2025	0%
Completed Tasks	1	Emergency Preparedness			100%
	2	MLTC Occupancy Plan Updates - Second Submission (3 months prior to total completion)			100%
	3	Finalize Practices and Policies/Updates			100%
	4	Develop Training Materials			100%
	5	IT infrastructure installation			100%

Attachments

None