

**FAMILY ADVISORY COUNCIL MEETING
MINUTES
Monday, October 20, 2025
6:45 pm to 8:45 pm**

- PRESENT:** Gary Fleischmann (Co-chair); Shalom Schachter (Co-chair); Barbara Cook (A4); Eileen Shapero (A6); Helen Pogrin (A7); Joan Shiner (A7); Andrea Gregor (Community); Gail Kaufman (Community); Rose Printz (Community); Bernard Rachlin (Community); Mark Schlossberg (Community); Eric Sobel (Community); Brenda Vernon (Community); Mide Seyi-Ajayi; Lori Socket
- REGRETS:** Kevin Gilhooly (Co-chair); Elyse Chaplin (A2); Alexis Dawson (A2); Shelley Kollins (A2); Sharona Safran (A2); Jori Lichtman (A3); Cheryl Lipman (A3); Heather Rich (A3); Gilad Samuel (A3); Sam Blatt (A4); Tammy Joffe (A4); Vladimir Radian (A4); Donna Davis Young (A4); Denise Stanich-Land (4); Sarah Fishman (A5); Marcia Gilbert (A5); Jackie Levi (A6); Linda Hurlburt (A7); Virginia Lee (7); Lesley White (A7); Rebecca Egier (Community); Sholom Glouberman (Community); Pat Gerada (Community); Renie Hotz (Community); Paul Litwack (Community); Annie Papernick (Community); Rene Pardo (Community); Shari-Ann Rosenberg (Community); Lea Teper (Community)
- GUESTS:** Krista Samborsky, Coordinator, Arts in Health
Deb Galet, President and CEO, Baycrest Hospital

The FAC meeting was held in-person and via on-line zoom.

1. Approval of Agenda and Minutes

1.1 Approval of Agenda of October 20, 2025

Add: 1.4.4 Receptiveness of the FAC to New Concerns

*It was duly MOVED and regularly SECONDED that the Agenda of the Family Advisory Council as amended held on October 20, 2025, be approved with changes. **MOTION CARRIED.***

1.2 Approval of Minutes of September 8, 2025

2.4.5 Skin and Wound meeting date should be September 19th

2.4.6 should read Pain and Palliative Care

2.9 4(West) should be 4(North)

*It was duly MOVED and regularly SECONDED that the Minutes of the Family Advisory Council held on September 8, 2025, be approved with corrections. **MOTION CARRIED.***

1.3 Matters arising from Minutes

No matters arising

1.4 Notification

1.4.1 New Member Welcome

Welcome to new FAC member Ella Levitin.

1.4.2 Requirement for Cameras On

The camera's video to be on except in cases where malfunction or bandwidth are concerned

1.4.3 Family Quality survey Final Language Pending

In the meeting package was the final draft of the Family Quality Survey. Feedback should be received in the next couple of days.

1.4.4 Receptive of the FAC to New Concerns

The chairs are always open to members comments and questions in the open floor section of the meeting. If members wish to bring attention to concerns at upcoming meetings, they should be submitted at least 9 days prior to the meeting to ensure that the agenda incorporates your topics.

2. Standing/New Business

2.1. Concerns of Members

2.1.1. Reviews on Best Practice Guidelines

The example brought forward was blood in urine. There are numerous reasons why there could be blood in the urine, and not necessarily a UTI. In all cases there is a protocol for the nurse to consult with the physician or call 911 depending on the issue, for blood in the urine, shortness of breath and other issues.

Ella Levitin raised a concern out of order regarding un-followed orders and a lack of transparency after clinical assessments. The member was asked to share specific examples with the unit Manager for investigation. The suggestion for nurses to dedicate time to email review was deemed unfeasible, as it detracts from point-of-care duties.

2.1.2. Communications Contact

Our contact in the Communications Department including the website is Darryl Mathers.

2.1.3. Committee Meeting Advance Notifications

Andrea identified that she was not getting timely notification for the committee meetings for Pain and Palliative Care. Lori will touch base with the committee lead to ensure that she and other FAC members who participate in Apotex Committees get timely notification.

2.1.4. Open Floor

Communication with families: We currently do not have a portal to provide information to family members though one is actively being explored. Please contact your unit manager if you feel you need more communication regarding your loved one.

Members survey: Eileen offered to develop a survey for circulation among FAC members to solicit suggestions for areas of improvement.

2.2. **Guest Presentation**

2.2.1. **Cultural, Religious & Spiritual Needs Survey** Krista Samborsky

Krista Samborsky is the Arts and & Coordinator. The Culture and Arts survey was included in the meeting package. This assessment supports one of the Apotex key operational goals, which is to provide equitable and inclusive programs and services that reflect the diverse needs of the people we serve. The last time we did this assessment was in 2022-23. Results of that survey included the following program enhancements: expansion of Torah Study, Mincha services and new spiritual reflection groups; more diverse cultural celebrations; expansion of Jewish Holiday events; more inter-generational programs and multi-cultural events such as Pride and Chinese New Year. The new assessment has been shortened and includes items where we can take action. The goal is to make the survey electronic for caregivers and to capture actionable feedback that drives equitable programs. The questions revolve around religious and cultural identity, access to spiritual care, meaningful activities for the residents, and suggestions for improvement. The survey will be made electronic.

Suggestions from FAC included: programs from Christmas, Diwali, on-floor Shabbat programs, activities for hearing and/or visually impaired residents. Barbara will participate with Krista on this survey.

2.2.2. **Meet New Baycrest CEO Deb Galet**

Gary welcomed Deb Galet to the FAC meeting. She is now officially the Baycrest President and Chief Executive Officer. Deb shared where the Apotex is in terms of current priorities as well as funding advocacy. We continue to work through funding advocacy and advocacy related to faith-based population for which we serve. The government created a pilot project for homes that are culturally designated as francophone or faith-based. Baycrest was not included in the pilot project, however other Jewish faith homes were included in the project. For these other homes, the project afforded them one extra person. Apotex did offer, and had accepted, to have a member of the Apotex family, Jackie Houston, Program Director of Business Development and Strategy, to sit on the committee to assess the pilot project. Since the pilot started, the Jewish numbers have gone up and currently 72% of Apotex residents are Jewish.
Resident

Placement: The increase in Jewish residents is attributed to "planning" and "relationship building" with Ontario Health at Home, who manage the placement crisis list; family reunification is currently secondary to crisis placements.

Apotex has an obligation to ensure that every one of its residents gets their spiritual and religious needs met. Our Spiritual Care department has taken a lead in supporting Jewish interest groups in hospitals around Ontario, as a result of October 7th. All Apotex memorials are now livestreamed to the residents as well the Jewish Interest groups in Ontario. Deb mentioned that Apotex has also taken a lead to combat antisemitism in healthcare by supporting Jewish Interest Groups at UHN and other hospitals as well as U of T and which may be offered to other institutions for cost recovery. Shalom using his other hat as a member of the Jewish Legal Task force offered to be available to Deb for any assistance in fighting anti-semitism.

Apotex continues to advocate for additional funding for the Apotex. Apotex gets the same funding that other homes get per resident day, however needs are higher, such as kosher food costs and spiritual care program. Apotex has the same collective agreement

for its staff that applies to the staff in the hospital. The core advocacy goal is securing full government coverage for staff costs. Inadequate government allowance for minor equipment (like beds and lifts) is also a concern. The Ministry does not pay for building improvements such as new elevators, and wheel-chair accessible doors to the units. Apotex works closely with the Baycrest Foundation to find alternate sources of funding for these improvement projects. Accessibility: New 42-inch wide beds were celebrated for enhancing comfort, though a security concern was noted regarding magnet locks that prevent doors from staying open to prevent wandering.

The Foundation has been working on raising funds to renovate the kosher kitchen. A \$19 million ministry application was submitted for the renovation, and private fundraising is ongoing. New equipment purchased with combined funds allowed the facility to stop using environmentally harmful paper plates. Top capital needs include elevators and installing wheelchair-accessible doors on units. Advocacy continues for better funding for the transitional behavior support unit. The Foundation successfully shifted its upcoming campaign to include Care and Research, allowing funds to cover capital items and enhanced Apotex services. The Foundation takes 10% of funds for operating costs, with undesignated gifts offering the most flexibility. Discussion was held as to how the Foundation funds are distributed. ACTION: Invite someone from Foundation to discuss funding opportunities for the Apotex.

The FAC is engaged in advocacy with the government to improve funding for long term care homes. Shalom and other FAC members will be meeting with Laura Smith, MPP next week.

2.3. Tracker items for review

2.3.1. Lift Devices such as Hoyers and Ceiling Track Lifts Mide

Mide advised Apotex will continue replacing hoyer lifts (which cost over \$10,000 each) which are at end of life. Apotex is also exploring a structural engineering study to ascertain if ceiling track lifts can be installed in the home (which cost over \$10,000 each). Last year, a group consisting of residents, PT, OT, RN, PRN and PSWs were invited to a show of different types of lifts.

2.4. Committee Work

2.4.1. Resident Tea and Family Engagement Day (Shalom)

The Family Engagement Day occurred last month. There is a New Resident Tea being held tomorrow. Please let Gary know if you are able to attend. These events provide us with an opportunity to manifest our existence and the role we can play in improving the lives of residents as well as develop relationships with guests from the government.

2.4.2. Family Care Connection (FCC) (Andrea)

Thank you to our 3 amazing volunteers – Helen, Cheryl and Renie. Andrea will be conducting training tomorrow on the privacy modules. We are now waiting for Baycrest emails to be set up. Since the end of April, Andrea has made 37 calls. People are grateful when the FCC reach out to them.

2.4.3. Pain and Palliative Care (Gary)

Minutes from the recent committee meeting were circulated with the FAC package. Andrea Gregor suggested that, given the importance of the topics, committee members should

have relevant, fresh knowledge and proposed a replacement for her role within six months. If you are interested in sitting on this committee, please contact the FAC chairs.

2.4.4. **Contenance Care / Bowel Management (Gary)**

Minutes from the recent committee meeting were circulated with the FAC package.

2.4.5. **Skin and Wound (Barbara)**

Minutes from the recent committee meeting were circulated with the FAC package. The staff have been incredibly professional, resourceful and communicative with the FAC representatives.

2.4.6. **Food Committee (Barbara)**

Minutes from the recent committee meeting were circulated with the FAC package.

Barbara strongly encouraged members to volunteer for committees to gain a better understanding of the facility's positive internal workings, moving beyond a "grievance mode."

2.4.7. **Ongoing requests at large for submissions to Baycrest newsletter**

There are ongoing requests for submissions to the Baycrest newsletter. This included articles, updates and items of interest. Members are encouraged to submit human-interest stories to the newsletter (e.g., the positive impact of the new wide beds) to make the FAC more relatable and encourage new membership.

2.4.8. **Ongoing requests at large for volunteers**

There is an ongoing plea for volunteers to sit on Baycrest committees. The commitment can be as little as one meeting every 3 months.

2.5. **Heritage**

2.5.1. **High Holiday Recap Shalom**

If members have any comments about the positives of the services this year, what should be repeated, any gaps, etc. please send Shalom an email. The high holidays were wonderful. Kudos to Michael and his collection of Shofars.

The co-chairs noted that pursuit of spiritual diversity will be addressed with the relevant Apotex officials.

2.6. **Terms of Reference**

2.6.1. **Final Survey Results and Impact on Group**

The Terms of Reference refresh is long overdue. Involvement on committees at Baycrest is limited to 2 years past the loss of a loved one. We should be moving to align with the Baycrest policies.

There are a lot of people outside of this range who offer an incredible resource to us, but more importantly can offer to an advisory group, in particular the Client and Family Partner Program (CFPP). The CFPP was highlighted as a path for former FAC members to continue contributing. The CFPP focuses on advisory work over advocacy, treats members as stakeholders, and requires an application/interview. Mide acknowledged the need to articulate Apotex's needs to increase its representation within the CFPP. Gary has circulated information on the group to the FAC.

The survey results are:

- We received surveys from 20 of the 45 member (44%)
- Majority agreed that there is a maximum 3-6 members from each floor
- Group size should be limited to 31 – 40 to promote meaningful participation at the FAC
- Active member should attend at least one-half of the meetings per year (5 meetings)
- Term limit imposed or community membership
- Community members in good standing following their loss are limited to 2 years
- Legacy of involvement should be recognized at the discretion of the chairs
- Higher level of participation beyond attendance at FAC meetings should be mandated
- Additional comments: Keep some legacy people to avoid gaps and experience and knowledge;
There should be no limit
Code of behavior should be mandated

2.7. **Operation**

s

An inspection that was completed in July was a complaints and critical incidents inspection and was focused on the 2nd floor, 2RF. The outcome of that inspection is the first compliance order we have had in over three years. The compliance order was specific to call bell response. The context was tied to ongoing issues in that specific neighborhood. It is dictated by the inspector what a home must do to be in compliance. Apotex had to create a call bell response protocol specific to 2RF, as well as educate the staff on the 2nd floor and survey some residents on the 2nd floor, North side. The action plan was circulated to the co-chairs of the FAC and is being applied to all units, not just the one that was subject to the Compliance Order. A follow up inspection occurred and Apotex is now in compliance. Also in that inspection were some written notifications specific to that neighborhood.

There are no clear documents which state what the ideal response time should be in regard to a call bell. Apotex looked at averages and its efforts are more on educating the staff as to what to do when they respond to a call bell, including what to do when they are busy and need to go back. A call bell response time of 12 minutes was chosen as it was an average time.

2.7.1.1. **Informing ourselves on various regulatory requirements of the home**

Mide/Shalom The table of contents for the emergency plan was shared with the co-chairs. The next fire inspection has been slated for November 2025 on Apotex 7. The date and time is driven by the fire department.

Shalom will be meeting with one of the Ministry inspectors to discuss how the FAC can best exercise our responsibilities under the statute.

2.7.1.2. **Family Quality of Life Survey Gary**

We ask that everyone review the questions on the Quality of Life. Any comments must be received in the next 2 days.

2.8. **Advocacy**

Opportunity to Connect with Laura Smith Shalom

The FAC has heard back from Laura Smith's office and she has given us possibilities for a meeting next week. Discussion on who should be attending this meeting on our behalf. Andrea suggested that the following people should attend: Brenda, Marcia, and Andrea. Also, Minister Kerzner has an interest in organizing a meeting with us,

Security Concerns: The committee was made aware of a circulating video showing heightened security measures (SWAT teams, metal detectors) at a related facility, noting the concern that such extreme measures are becoming normalized..

2.9. **Gratitude**

Andrea gave gratitude to the co-chairs of the FAC for staying committed and engaging the rest of the FAC.

Gary thanked everyone in the group.

NEXT MEETING

The Family Advisory Council will next meet on Monday November 10, 2025 at 6:45 pm. both in person and on zoom.

**FAMILY ADVISORY COUNCIL MEETING
MINUTES
Monday, November 10, 2025
6:45 pm to 8:15 pm**

- PRESENT:** Gary Fleischmann (Co-chair); Shalom Schachter (Co-chair); Barbara Cook (A4); Eileen Shapero (A6); Joan Shiner (A7); Andrea Gregor (Community); Bernard Rachlin (Community) Brenda Vernon (Community); Mide Seyi-Ajayi; Renie Hotz (Community)
- REGRETS:** Kevin Gilhooly (Co-chair); Elyse Chaplin (A2); Alexis Dawson (A2); Sharona Safran (A2); Cheryl Lipman(A3); Heather Rich (A3); Gilad Samuel (A3); Tammy Joffe (community); Vladimir Radian (A4); Donna Davis Young (A4); Denise Stanich-Land (4); Sarah Fishman (A5); Marcia Gilbert (A5); Jackie Levi (A6); Linda Hurlburt (A7); Virginia Lee (7); Lesley White (A7); Sholom Glouberman (Community); Pat Gerada (Community); Paul Litwack (Community); Annie Papernick (Community); Rene Pardo (Community); Shari-Ann Rosenberg (Community); Lea Teper (Community)
- GUESTS:** Susan Jackson Chair – RAC
Paula Tohm Director of Risk Safety and Client Relations and Experience Officer.

The FAC meeting was held in-person and via on-line zoom.

1. **Approval of Agenda and Minutes**

1. **Approval of Agenda of November 10, 2025**

Paula Tohm's title was corrected

The date for the December closed meeting was corrected

*It was duly MOVED and regularly SECONDED that the Agenda of the Family Advisory Council as amended held on November 10, 2025, be approved with changes. **MOTION CARRIED.***

2. **Approval of Minutes of October 20, 2025**

*It was duly MOVED and regularly SECONDED that the Minutes of the Family Advisory Council held on October 20, 2025, be approved with corrections. **MOTION CARRIED.***

3. **MaQers arising from Minutes**

No matters arising

4. **Notifications**

1.4.1 New members: No new members have come forward.

1.4.2 Cameras On: Members are encouraged to have cameras on.

1.4.3 Consent to be Recorded: Presence constitutes consent for recording to create AI-generated minutes.

1.4.4 Receptiveness: Issues must be submitted at least nine days prior to the meeting for a decision.

2. **Standing/New Business**

2.1. **Concerns of Members Open floor**

Security/Street Activity: Concern was raised about street activity (marching). Staff confirmed connection with the Toronto Police security network.

Guest Speaker: The FAC will explore having a member's daughter, who spoke at the Canadian Senate about anti-Semitism and racism, speak at a later date.

2.2. **Guest Presentations**

1. **Paula Tohm**, Director of Risk Safety and Client Relations and Experience Officer Client Family Partner Program (CFPP) has 22 to 24 partners (volunteers) who act as an advisory group (not advocates) to provide diverse perspectives. Partners are vetted and not required to have a current resident; they can be community members with an interest in Baycrest. They participate in policy review, QI, document reviews, and received positive commendation during the last accreditation.

Client Relations (Client Experience): model focuses on building healthy therapeutic relationships in the long-term setting. The approach is collaborative, putting the patient/resident first. They refer to complaints as "concerns" to reduce defensiveness. The role often involves acting as a mediator when issues stem from a lack of trust or communication.

Risk Management: The role oversees corporate risk (ERM) and operational risk, including reviewing QAs and insurance. They investigate serious incidents, assist with disclosure to families, and seek strategies to prevent recurrence. Baycrest has very few legal claims compared to acute care, though claims typically cite quality of care and communication issues.

2.2.2 **Susan Jackson**, Chair of the Resident Advisory Council (RAC).

Goals: Susan wants a librarian for better books and a multi-language audiobook program. Current Issues: The RAC is focused on food quality and improper cleaning. Cleaning/Privacy: Cleaners interrupt residents, suggesting a need for a scheduled room entry agenda.

Pest Control: An overflow of cockroaches was reported.

Program Content: More challenging activities like word games were suggested over "boring" activities like balloon racquetball.

2.3. **Tracker items for review**

2.3.1 **Pest Control**

It was noted there is "no magic bullet" to permanently eliminate the cockroach problem and it is an ongoing and dynamic concern requiring creative management of resident behaviour.

2.4 **CommiQee work**

2.4.1 **Misc: Residents Tea**

Gary aCended and spoke of the FAC and RAC. We plan to aCend this every three months.

2.4.2 **CommunicaRons**

NewsleCer Ar)cles: Members were asked to submit posi)ve personal stories to increase the FAC's profile.

Website Updates: The website update goal is pending due to a staff contact change.

2.4.3 **Family Care ConnecRon** (FCC) Volunteer Statements

The FCC is "up and running" with four volunteers who contact new family members and provide prac)cal informa)on and emo)onal support.

Helen (a volunteer) noted the work is "amazing" and "gra)fyng."

Volunteers maintain confiden)ality and track their calls.

2.4.5 **Food**

Barbara confirmed she will aCend the Food CommiCee mee)ng on the 12th.

2.4.8 **Quality**

Members were invited to join Gary as observers at the Quality Mee)ng on November 14th.

2.4.11

Regular request for commiCee volunteers

5. **Heritage**

2.5.1 **Jewish Spiritual Needs**

Hanukkah Plans: The home will feature the usual decora)ons and programs, including engaging various synagogues to bring outside visitors into the home, ligh)ng of the candles and floor-

based Latkas (potato pancakes) programs. A request was made to see if the main chanukia ligh)ng could be livestreamed

2.5.2 **Diverse Spiritual Needs**

Christmas Plans: A general program is planned. Staff are also naviga)ng requests from residents for Christmas decora)ons on their room doors.

IntergeneraRonal AcRviRes: The team plans for staff to bring their children to sing to residents who may not have family visi)ng, u)lizing this as an intergenera)onal program.

InformaRon Sharing: Michael and Rachel will be asked to provide a detailed list of programs (including which ones take place on floors) for FAC members and an accessible online document.

6. **FAC Governance:Terms of Reference**

The co-chairs broke a tie vote, selec)ng the possibility of a three-year extension to community memberships who have made significant contribu)ons to the FAC bringing a possible total of 5 years passed the loss of a loved one.

2.7 OperaRons

2.7.1 Ministry of Long Term Care Emergency Plan & Fire InspecRons

The drill is on the 7GS floor around 11:00 or 11:30 AM, tes)ng minimum staffing requirements. Visitors including FAC members will not be allowed to aCend.

Concern was raised regarding the sufficiency of night shim staff (three staff and a nurse) to evacuate non-ambulatory residents.

2.7.2 Baycrest Strategic Planning

The process is s)ll at the execu)ve level. Shalom has inquired if the FAC can receive informa)on regarding the benchmarks and measures for the strategic plan.

2.7.3 Technology Updates

New Portal (EngagePlus): A new portal is planned to integrate with health records for clinical notes, documenta)on, billing, and finance.

Ac)ivity Pro Pilot: The Ac)ivity Pro family portal is currently in a pilot program.

2.8 Advocacy

MeeRng with Laura Smith

ACended by Shalom, Marcia, Brenda and Andrea.

1. **Proposals to MPP Smith:**

Cultural "Swap": The FAC proposed that the Ministry consider a reciprocal "swap" when admikng residents to homes of different cultures (e.g., if a Jewish resident is admiCed to a different cultural home, and that culture's person is admiCed to Baycrest). Ms. Smith found this interes)ng and agreed to pursue it.

Cost and Transparency: Other issues raised were the high cost of **kosher food** and the need for **transparency of staffing levels**.

Direct Care Funding: The FAC ques)oned if the government would provide **extra funding** to meet the new highlighted care requirement (Bill 14). They also sought a review of the four-hour target, arguing it is outdated given the steadily increasing acuity of current residents.

2. **Follow-up with the Minister of LTC:**

- **EsRmates CommiQee:** Shalom introduced himself to the Minister of Long-Term Care at the **EsRmates CommiQee** hearing.

- **Minister's Office Contact:** The Minister requested Shalom's contact informa)on be given to her chief of staff, which the FAC hopes will lead to a direct mee)ng.

The issue of **transparency of staffing reports** was also a subject of ques)oning toward the Minister during the commiCee hearing.

8. GraRtude

Gra)itudes were offered to Susan for her discussion and all she does for the RAC.

3.0 Adjournment

Next MeeRng

The Family Advisory Council will next meet on Monday December 8, 2025 at 6:45 pm. For a closed session.