



# NOTICE OF OPEN BOARD OF TRUSTEES MEETING

THURSDAY, APRIL 2, 2026 - 6:00 PM

ZOOM

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## A G E N D A

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**1. WELCOME AND CALL TO ORDER**

- 1.1 Disclosure(s) of Pecuniary Interest and General Nature Thereof (open items)
- 1.2 Approval of the Agenda *(Motion)* Attach 1
- 1.3 CEO's Statement of Compliance and Territorial Acknowledgment

**2. CONSENT AGENDA (OPEN)**

*(Motion)*

- 2.1 Approval of the Previous Minutes – March 5, 2026 Attach 2

**3. NEW BUSINESS – OPEN MEETING**

- 3.1 CEO's Report April 2026 (M. Karker) *(Motion)* Attach 3

**4. CORRESPONDENCE FOR INFORMATION**

*(Motion)*

- 4.1 GW OHT Integrated Care Council Meeting Key Messages March 11/26 Attach 4

**5. UPCOMING MEETINGS**

Board of Trustees (regular meeting + AGM) – May 7, 2026

Corporate Affairs – April 22, 2026

Governance and Nominating – April 16, 2026

**6. ADJOURNMENT – OPEN MEETING AND AUTHORITY TO MOVE INTO CLOSED MEETING**

*(Motion)*

**7. MOTIONS FROM CLOSED MEETING FOR APPROVAL**

*(Motions)*

**8. CHAIR'S ANNOUNCEMENTS & ADJOURNMENT**



## MINUTES OF BOARD OF TRUSTEES MEETING

THURSDAY, MARCH 5, 2026

ZOOM

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**Board:** Kathy Wilkie (Chair), Lise Betteridge, David Kennedy, Thomas Hunter, Justine Garner, Ted Sehl, Lisa Woolley, Joanne Hohenadel, Katherine Hauser

**Staff:** Tanya Watton (Chief of HR and Community Services), Martin Ruaux (Chief of Resident Care Services and Administrator), Al Van Leeuwen (Interim Chief of Finance), Julie Spindler (Executive Assistant / Board Liaison)

**Regrets:** Naeem Mir, Danna Evans, Michelle Karker

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### 1. WELCOME AND CALL TO ORDER

K. Wilkie called the meeting to order at 6:00 pm.

#### 1.1 Disclosure

There were no disclosures of pecuniary interest.

#### 1.2 Approval of the Agenda

*Moved by J. Garner, seconded by T. Hunter that the March 5, 2026 agenda be accepted. CARRIED.*

#### 1.3 CEO's Statement of Compliance and Territorial Acknowledgement

The CEO Designate confirmed that all government statutory deductions have been calculated and remitted, that all payroll-related statements of account are in good standing, and that The Elliott Community's Directors & Officers insurance policy is in effect with its current policy valid to July 2026.

The CEO Designate shared a personal territorial acknowledgement with the Board.

### 2. BOARD WORKPLAN 2026

K. Wilkie referred to the current Board Workplans and invited comments. The performance appraisal process for the CEO has been deferred and is under review by K. Wilkie and M. Karker. The workplan will be modified once we have the report back from the Board Retreat.

*Moved by D. Kennedy, seconded by L. Betteridge that the Board Workplan for 2026 be approved. CARRIED.*

### 3. CONSENT AGENDA

*Moved by J. Hohenadel, seconded by L. Woolley that items noted on the Consent Agenda for the open meeting held on March 5, 2026 be approved. CARRIED.*

### 4. THE ELLIOTT LTC RESIDENCE QUARTERLY REPORT Q4 2025

Presented by M. Ruaux.

*Moved by L. Woolley, seconded by J. Garner that The ELTCR Quarterly Report Q4 2025 be received for information. CARRIED.*

**5. NEW BUSINESS – OPEN MEETING**

**5.1 CEO Designate's Report March 2026**

M. Ruaux presented the monthly report to the Board. He noted that we completed the full scope of work funded by the Federal government through the ICIP; however, funding has not yet been received. Further discussion on TEC as an approved co-op host employer with Conestoga College and on fundraising. T. Watton advised that resources are coming on Board to support fundraising. Through our volunteer network, a key government liaison will be volunteering 10 hours a week for us! She's 70% through our onboarding process at this time.

***Moved by T. Hunter, seconded by L. Betteridge that the CEO Designate's Report for March 2026 be accepted. CARRIED.***

**5.2 L-SAA Schedule E Declaration of Compliance**

M. Ruaux reviewed the L-SAA and our obligations.

***Moved by T. Hunter, seconded by K. Hauser that after making inquiries of the CEO and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board's knowledge and belief, the HSP has fulfilled its obligations under the Agreement during the Applicable Period.***

***Without limiting the generality of the foregoing, the HSP confirms that:***

***(i) it has complied with the provisions of the Connecting Care Act, 2019 and with any compensation restraint legislation which applies to the HSP; and***

***(ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement. CARRIED.***

**5.3 Corporate Affairs Committee February 18, 2026 Highlights**

D. Kennedy noted the pre-audit meeting held with KPMG staff, Stacey Stahlmann, and Ray Pio Roda.

***Moved by D. Kennedy, seconded by J. Hohenadel that the CAC February 18, 2026 Highlights be accepted. CARRIED.***

**5.3.1 LTC Quality Improvement Plan 2026-27**

Presented by M. Ruaux. Narrative is very well written, as noted by a Board Member. This year, in LTC, they gave latitude on what to report. Avoidance of emergency visits – we did not include this one, as we do very well on this indicator.

***Moved by J. Hohenadel, seconded by T. Hunter that the LTC QIP for 2026-27 be approved as presented to the Board on March 5, 2026 for submission to the OHT. CARRIED.***

**5.3.2 2025 Experience Survey**

Presented by M. Ruaux. Question on volunteers – noted there were no questions asked about this group. Families rate higher than residents – of note. Dining experience drop noted in assisted living. A small committee is working on assisted living, particularly the dining experience. The servery is small in this area – looking at servery upgrades in this area, budget depending.

***Moved by L. Betteridge, seconded by K. Hauser that the 2025 Experience Survey be received. CARRIED.***

**6. CORRESPONDENCE FOR INFORMATION**

**6.1 GW OHT Integrated Care Council Meeting Key Messages February 11, 2026**

Received for information.

**6.2 COM for The Elliott March 4, 2026 Report**

Received for information.

**6.3 Email to Mr. Green February 19, 2026**

Received for information.

**6.4 Ontario Expanding Dementia Care February 24, 2026**

Received for information.

**7. UPCOMING MEETINGS**

As noted on the agenda.

**8. ADJOURNMENT – OPEN MEETING AND AUTHORITY TO MOVE INTO CLOSED MEETING**

*Having no other business raised, it was moved by J. Hohenadel, seconded by L. Betteridge that the Board of Trustees open meeting adjourn at 6:34 pm and now hold a meeting that is closed to the public, pursuant to the Municipal Act, Section 239. CARRIED.*

**9. MOTIONS FROM CLOSED MEETING**

*Moved by J. Hohenadel, seconded by T. Hunter that the March 5, 2026 closed meeting Board Agenda be approved as amended. CARRIED.*

*Moved by J. Garner, seconded by T. Hunter that the item noted on the Consent Agenda for the closed meeting held on March 5, 2026 be approved. CARRIED.*

*Moved by K. Hauser, seconded by T. Sehl that the Executive Leadership Team Strategic Report March 2026 be accepted. CARRIED.*

*Moved by D. Kennedy, seconded by L. Woolley that the Financial Position Report and Scorecards November and December 2025 (draft unaudited) be accepted. CARRIED.*

**10. CHAIR'S ANNOUNCEMENTS & ADJOURNMENT**

*Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 7:05 pm. CARRIED.*

Respectfully Submitted,

Approved by Motion of the Board of Trustees,

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Julie Spindler  
Executive Assistant  
March 5, 2026

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Kathy Wilkie  
Chair, Board of Trustees  
April 2, 2026

# Staff Report



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**TO: Board of Trustees**  
**DATE: March 26, 2026**  
**SUBJECT: CEO's Report – April 2026**

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## **RECOMMENDATION**

That the report titled "CEO's Report – April 2026" be received for information.

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## **BACKGROUND**

The CEO reports to the Board of Trustees in open session on Long-Term Care strategic updates and significant developments and items of importance for the Board of Trustees reflective of actions or events that have arisen since the Board's last meeting.

## **STRATEGIC REPORT**

### **Enhance The Elliott Community resident experience**

- Enhancements to the care environment are currently underway, with planned refreshes of the Anne Flowers Lounge, the main level of The Ellington, and the Nottingham lounge scheduled for April. In addition, the Maintenance team has initiated work on the Hobby Room (formerly The Workshop) at The Ellridge.
- Butterfly Transformation: The second cohort of staff has begun training, supported by the "Improving Dementia Care Program", completing the second of five full training days. Training will be completed by March 31, 2026.

### **Bring out the best in everyone**

- We recently held a Staff Service Recognition, celebrating 24 team members with a collective 285 years of service, including a special tribute to three 40-year honourees for their remarkable dedication.

### **Create community partnerships with purpose**

- Professional Fundraising Strategy Support is available from Cam at Blue North, who has expressed interest in attending a near-future board meeting to provide input on strategy and board engagement.
- Planning for the Aging Well Showcase on September 24th, 2026, is underway, featuring 30 vendors and 6 guest speakers to engage future residents and decision-makers in the 45–65 age bracket.

# Staff Report

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- The Annual Community Easter Egg Hunt on April 3rd is expected to welcome 150+ families, with new local sponsorship already secured from Westwood & Starwood Dental and Speed River Physiotherapy.

## **Focus on financial sustainability**

- A significant Occupancy Milestone was reached on March 16th with retirement living hitting 100% occupancy, bolstered by positive tour feedback regarding recent enhancements to The Ellington.
- The 2025 year-end audit is underway and progressing well.

### *Special Note:*

*We are deeply saddened by the passing of a well-known Team Member, Rick Franchetto, proud Outdoor Maintenance Aide, on March 17<sup>th</sup>. We are currently providing grief counselling and emotional support to staff, residents, and families as we mourn this significant loss together.*

**Report Authors:** Tanya Watton, Chief of HR & Community Services  
Martin Ruaux, Chief of Resident Care Services & Administrator  
Al Van Leeuwen, Chief Financial Officer, Corporate Services

**This report approved and recommended by: Michelle Karker, CEO**

**Date:** March 13, 2026  
**To:** GW OHT Integrated Care Council  
**From:** Emmi Perkins, Director of Transformation  
**Subject:** **GW OHT Integrated Care Council Key Messages – March 11, 2026**

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### **Key Messages**

The following are the Key Messages from the Guelph Wellington OHT (GW OHT) Integrated Care Council (ICC) meeting on March **11, 2026**. Please share broadly with your staff, clinicians, boards, and partners.

**1. Celebrations of Radical Collaboration** – At each ICC meeting, members are invited to share examples of radical collaboration amongst partners.

As we work to advance integrated care, we are guided by the Health Standards Organization’s Integrated Care Standard<sup>1</sup>, which define the features of a high-performing integrated care system. Hypercare is a strategic enabler of integrated care in GW OHT as it addresses several design features of integrated care<sup>1</sup> by enabling seamless, secure integrated care team communication and collaboration across organizational boundaries.

Hypercare was used recently in an interaction between a primary care provider and a hospital social worker which led to the connection of a patient’s caregiver to the Grove’s Youth Hub and to primary care through the GW OHT NP Onboarding Program. The communication enabled by Hypercare in this scenario would have otherwise required multiple e-mails and phone calls amongst the many providers involved resulting in additional workload for the providers and potentially delayed or incomplete access to the required care/services.

**2. Provincial Coordinated Access for Mental Health and Addictions** – Building on other central intake processes, (eg. Orthopedics) Ontario is in the process of establishing a ‘Provincial Coordinated Access for Mental Health and Addictions’. As a first step, a ‘Coordinated Access Hub’ has been identified for each Ontario Health region. Building on the established Here 24/7 process, Canadian Mental Health Association Waterloo Wellington (CMHA WW) has been selected as the OH West Hub. CMHA WW invited Guelph Wellington OHT to partner as the initial implementation site for the Ontario Health West Coordinated Access for Mental Health and Addictions process. The Integrated Care Council endorsed this decision and embraces the opportunity to build these processes through the existing partnership, networks and assets in Guelph Wellington.

**3. Indigenous-led Health, Housing & Primary Care Solutions in Guelph Wellington** – This month's ICC meeting focused on the strategic priority *People Centred Health & Equity* ([click here](#)).

GW OHT partners recognize the system inequalities that Indigenous peoples face in receiving and accessing culturally appropriate and safe healthcare. Over the past year the GW OHT, in partnership with Katrina

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<sup>1</sup> <https://healthstandards.org/integratedcare/>

Graham of Heart Work Consulting, hosted a series of Listening Circles with the Guelph Wellington Indigenous community into inform work related to Health, Housing and Primary Care. The engagement with Indigenous community from those Circles informed a number of recommendations for the GW OHT Primary Care Network and Integrated Care Council as well as the Wellington Guelph Health & Housing Table. The six pillars for Change include:

1. Indigenous-Led Access, Navigation & Coordination
2. Culturally Grounded, Wholistic Care Models
3. Safe Housing, Integrated with Health
4. Indigenous Workforce & Peer-Led Supports
5. Equity, Accountability & System Redesign
6. Relational, Community-Driven Collaboration

Actionable steps have been identified with immediate, short-term and long-term timelines. The immediate action of the GW OHT will be to support the development of an Indigenous-led Advisory Circle, identify and secure funding for Indigenous Navigator and peer support roles, and map existing Indigenous supports / service gaps.

- 4. GW OHT Primary Care Network Specialist Dinner** – The GW OHT PCN invited specialist and primary care providers with a sub-specialty from across Guelph Wellington to a dinner meeting to provide updates and seek input into key initiatives and activities, including; GW OHT Physician Recruitment Strategy; The role and priorities of the Guelph Wellington OHT Primary Care Network (PCN); Primary care attachment; and Hypercare. The event will take place on Tuesday, March 31, 2026 at 6:00 p.m. Please RSVP to [hannah.bolton@guelphwellingtonoht.com](mailto:hannah.bolton@guelphwellingtonoht.com) by March 17<sup>th</sup> at noon.
- 5. Aligning Strategic Priority & Planning** – The GW OHT ICC continues to advance collaborative governance as an enabler to achieve the GW OHT shared purpose (i.e. improved health of the population of Guelph Wellington). Recently, partners have agreed to align strategic planning priorities and processes. As such, a joint strategic priority planning session will be held March 30<sup>th</sup> to explore areas for alignment. ICC partners are encouraged to invite their boards, senior leadership, and strategic planners. Please RSVP to [Hannah.Bolton@GuelphWellingtonOHT.com](mailto:Hannah.Bolton@GuelphWellingtonOHT.com) by March 13<sup>th</sup>.

*If you have any questions or comments, or would like to be involved in the Guelph Wellington Ontario Health Team, please contact Emmi Perkins ([emmi.perkins@guelphwellingtonoht.com](mailto:emmi.perkins@guelphwellingtonoht.com))*