



NOTICE OF OPEN BOARD OF TRUSTEES MEETING

THURSDAY, DECEMBER 4, 2025 - 6:00 PM

G. ELLIOTT BOARDROOM

A G E N D A

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. BOARD WORKPLANS 2025 and 2026 (Motion) Attach 2

3. CONSENT AGENDA (OPEN) (Motion)

- 3.1 Approval of the Previous Minutes – November 6, 2025 Attach 3
- 3.2 Corporate Affairs Committee Report Highlights November 20, 2025 Attach 4
- 3.3 Committee of Management Report December 2, 2025 Attach 5

4. THE ELLIOTT LTC RESIDENCE QUARTERLY REPORT Q3 2025 (M. Ruaux) (Motion) Attach 6

5. NEW BUSINESS – OPEN MEETING

- 5.1 CEO's Report December 2025 (M. Karker) (Motion) Attach 7
- 5.2 GW OHT Collaborative Governance Board Endorsement (M. Karker) (Motion) Attach 8
- 5.3 Funding Model (M. Karker) Attach 9

6. CORRESPONDENCE FOR INFORMATION (Motion)

- 6.1 GW OHT Integrated Care Council Meeting Key Messages November 12, 2025 Attach 10

7. UPCOMING MEETINGS

Board of Trustees Annual Retreat – February 2, 2026
Board of Trustees – February 5, 2026
Corporate Affairs – February 18, 2026
Governance and Nominating – December 10, 2025

8. ADJOURNMENT – OPEN MEETING AND AUTHORITY TO MOVE INTO CLOSED MEETING (Motion)

9. MOTIONS FROM CLOSED MEETING FOR APPROVAL (Motions)

10. CHAIR’S ANNOUNCEMENTS & ADJOURNMENT

11. CLOSED MEETING - BOARD MEMBERS ONLY

11.1 2025 CEO Performance Scorecard – Mid-Term Results

Attach 11

11.2 CEO Succession Plan

Strategic Plan 2024 - 2027

1. ENHANCE THE ELLIOTT COMMUNITY RESIDENT EXPERIENCE

Continually enhance the quality of care, lived experience and facilities for all client groups within The Elliott Community (TEC) for whom we care so that all may benefit from this commitment.

Potential Impacts

- Highlights that TEC serves several communities - residential, retirement, and long-term care – all of whom deserve the best that TEC can provide
- Widens the scope of potential operational excellence and service beyond "just" long-term care
- Supports the reputation and branding of TEC as a fully integrated place of care
- Encourages the integration of services and resources within these communities wherever possible or necessary

Desired Outcomes

- Enhances the reputation of TEC
- Enhanced willingness from residents and families to participate in and support TEC events
- Improves resident satisfaction surveys
- Increases interest in and market demand for services
- Attracts qualified and appropriate staff

2. BRING OUT THE BEST IN EVERYONE

At The Elliott Community, we want our people and our culture to flourish, constantly building an organization where every individual, regardless of their role and background, feels valued, empowered, and motivated to contribute their best and with a collective passion for The Elliott Community. We strive to foster a belief in everyone that they belong here, are included, and can thrive because while feeling at their best, they can do their best.

Potential Impacts

- Broadens the somewhat prescribed scope of what "Human Resources" really means
- Encourages innovative and creative solutions to be sought out and implemented
- Reinforces the concept of "team" to include everyone associated with TEC
- Helps TEC maintain its leadership position in the sector

Desired Outcomes

- Enhances employee morale and job satisfaction through close collaboration with our clinical partners, academic institutions, healthcare organizations, government, corporate partners, and a vibrant community of residents, families and staff.
- Continuous support for all Strategic Imperatives
- Inspires exceptional collaboration, empowering individuals and teams to be their best through supportive educational programming and continuous learning.
- Improves resident health outcomes, systems of care and recruitment resilience by leveraging educational partnerships.

3. CREATE COMMUNITY PARTNERSHIPS WITH PURPOSE

Constantly search out, develop and nurture partnerships and associations that reinforce our contribution to health and wellness, widen community awareness of our work, expand our volunteer base and build multi-generational support for our endeavours so that our brand reputation and goodwill reserves continue to grow.

Potential Impacts

- Provides increased focus on the benefits and importance of this work
- Recognizes that the effort required is a positive investment
- Encourages exploration of a wide range of opportunities both internally and externally
- Opens doors for involvement with people of all ages and walks of life

Desired Outcomes

- Increases our goodwill bank throughout the community that fosters volunteerism and funds development
- Builds public and stakeholder support for new ventures
- Helps TEC share and absorb new best practices from other organizations
- Underpins the reputation and brand strength of The Elliott Community
- Widens public understanding of what TEC is and does.

4. FOCUS ON FINANCIAL SUSTAINABILITY

Continue to adopt the best financial management practices and implement all potential revenue and cost- saving opportunities to support short- and long-term sustainability to maintain financial well-being for all areas of the organization. Partner with the City of Guelph to balance long-term care priorities with operational and capital needs.

Potential Impacts

- Provides a broad scope for innovative operational actions
- Enhances confidence in our ability to create and build new revenue streams
- Aligns with the City budget cycle
- Allows TEC to be flexible both in the present and the future

Desired Outcomes

- Increases understanding of the funding model among key stakeholders
- Creates a stronger bond with the City of Guelph
- Lays the groundwork for future initiatives
- Makes TEC a more attractive proposition for potential donors

Board of Trustees Annual Workplan 2025 - next update December 4/25

Duties of the board: impart strategic guidance, determine and reward the CEO, keep an eye on performance, establish policies, protect resources, self-assess and regulate, and take calculated risks.

[illegible]

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| Item | Action | January No Board Meeting | 05-Feb | 05-Mar | 09-Apr | May 7, AGM | June Social | July No Board Meeting | August No Board Meeting | 03-Sep | 01-Oct | 05-Nov | 03-Dec |
|--|----------|--------------------------|--------|--------|--------|------------|-------------|-----------------------|-------------------------|--------|--------|--------|--------|
| 1.0 Enhance The Elliott Community Resident Experience | | | | | | | | | | | | | |
| 1.1 The Elliott LTC Residence Quarterly Report to Board of Trustees (Martin) | Review | | | X | | X | | | | X | | | X |
| 1.2 LTC Quality Improvement Plan | Decision | | | X | | | | | | | | | |
| 1.3 LTC Service Accountability Agreement (L-SAA) Annual Attestation | Decision | | | X | | | | | | | | | |
| 1.4 The Elliott LTC Residence Quarterly Report to Committee of Management | Info | | | X | | | | | | X | | | X |
| 2.0 Focus on Financial Sustainability | | | | | | | | | | | | | |
| 2.1 Annual LTC Budget - Open | Decision | | | | | | | | | | | X | |
| 2.2 Annual Consolidated Budget - Closed | Decision | | | | | | | | | | | X | |
| 2.3 Auditor appointment (AGM) | Decision | | | | | X | | | | | | | |
| 2.4 Audited financial statements (AGM) | Decision | | | | | X | | | | | | | |
| 2.5 Review & monitor financial statements | Review | | | X | X | X | | | | X | X | X | X |
| 3.0 Bring out the Best in Everyone | | | | | | | | | | | | | |
| 3.1 CEO and Executive Leadership Team monthly reports | Review | | X | X | X | X | X | | | X | X | X | X |
| 3.2 Review performance appraisal process for CEO | Review | | | X | | | | | | | | | |
| 3.3 CEO Performance Scorecard | Decision | | | | X | | | | | | | | X |
| 3.4 CEO Succession Plan | Review | | | | X | | | | | | | | X |
| 4.0 Create Community Partnerships with Purpose | | | | | | | | | | | | | |
| 4.1 Staff Presentation - Annual Insurance Review (Michelle) | Info | | X | | | | | | | | | | |
| 4.2 Staff Presentation - HR Annual Review (Tanya) Closed | Info | | | X | | | | | | | | | |
| 4.3 Staff Presentation - Resident Care - tba | Info | | | | X | | | | | | | | |
| 4.4 Annual Report & Medical Directors Report (AGM) | Info | | | | | X | | | | | | | |
| 4.5 Board & SLT Annual Summer Social + Tour | Social | | | | | | X | | | | | | |
| 4.6 Staff Presentation - tba | Info | | | | | | | | | | X | | |
| 4.7 Trustee Holiday Dinner with Residents & Families | Social | | | | | | | | | | | X | |
| 4.8 Staff Presentation - tba | Info | | | | | | | | | | | | X |
| Board Affairs | | | | | | | | | | | | | |
| 1 Board Strategic Scorecard quarterly report | Review | | | Q4 | | Q1 | | | | Q2 | | | Q3 |
| 2 Committee Workplans 2026 | Approve | | | | | | | | | | | | X |
| 3 Board Workplan 2027 | Approve | | | | | | | | | | | | X |
| 4 Appoint Board Slate of Officers and Committee Members (AGM) | Decision | | | | | X | | | | | | | |
| 5 Elliott By-Laws (AGM) | Approve | | | | | X | | | | | | | |
| 6 Receive reports from Committee Chairs | Review | | X | X | X | X | | | | | X | X | X |
| 7 Board Governance Policies | Approve | | X | | | | | | | | | | |
| 8 Board Self-Assessment Survey Action Plan | Review | | | | | | | | | | | | |
| 9 Accreditation - Governance Standards | Review | | | | | | | | | | | | X |
| 10 Strategic Generative Discussion (Annual Board Retreat) | Discuss | | X | | | | | | | | | | |
| LEGEND | | | | | | | | | | | | | |
| Completed by target | | | | | | | | | | | | | |
| In progress | | | | | | | | | | | | | |
| Not in progress, and not completed by target | | | | | | | | | | | | | |
| Deferred | | | | | | | | | | | | | |



MINUTES OF BOARD OF TRUSTEES MEETING

THURSDAY, NOVEMBER 6, 2025

G. ELLIOTT BOARDROOM

| | |
|-----------------|---|
| Board: | Kathy Wilkie (Chair), Lise Betteridge, David Kennedy, Thomas Hunter, Justine Garner, Ted Sehl, Lisa Woolley, Naeem Mir, Joanne Hohenadel, Katherine Hauser |
| Staff: | Michelle Karker (CEO), 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) |
| Guest: | Danna Evans (General Manager Culture and Recreation) |
| Regrets: | Peter Barrow |

1. WELCOME AND CALL TO ORDER

K. Wilkie called the meeting to order at 6:05 pm.

1.1 Disclosure

There were no disclosures of pecuniary interest.

1.2 Approval of the Agenda

Moved by J. Garner, seconded by L. Woolley that the November 6, 2025 agenda be accepted. CARRIED.

1.3. CEO's Statement of Compliance and Territorial Acknowledgement

The CEO confirmed that all government statutory deductions have been calculated and remitted and that all payroll-related statements of account are in good standing.

A personal territorial acknowledgement was shared by the CEO with the Board.

2. BOARD WORKPLAN 2025

K. Wilkie referred to the current Board Workplan and asked for comment. In December, we're looking at ideas for Education for 2026 feedback is welcomed on this as we develop the 2026 workplan which will be presented next month. No changes or updates were suggested.

Moved by J. Garner, seconded by L. Woolley that the Board Workplan presented on November 6, 2025 be approved. CARRIED.

3. CONSENT AGENDA

One item was identified for further discussion:

3.2 Attendance Report

K. Wilkie noted this is a new report and a reminder of the importance of attendance. Discussion held on the frequency of including the report, with a suggestion to share it with the Board twice a year. Agreed to defer to the Governance and Nominating Committee for further consideration.

Moved by N. Mir, seconded by K. Hauser that items noted on the Consent Agenda for the open meeting held on November 6, 2025 be approved. CARRIED.

4. NEW BUSINESS – OPEN MEETING

4.1 CEO's Report November 2025

M. Karker presented the monthly report to the Board. General questions were addressed.

Moved by T. Hunter, seconded by T. Sehl that the CEO's Report for November 2025 be accepted. CARRIED.

4.2 2026 LTC Budget

M. Karker introduced Al Van Leeuwen, Interim Chief of Finance, to members of the Board and the proposed 2026 Long-Term Care Budget was presented. M. Karker noted the surplus will be going to capital. D. Kennedy noted the Corporate Affairs Committee received the budget as presented with no changes recommended. Risks were discussed – we need to achieve the surplus. A dynamic forecast is what staff are moving towards.

Moved by D. Kennedy, seconded by T. Sehl that the 2026 LTC Budget be approved as presented and submitted to the City of Guelph for final approval. CARRIED.

5. CORRESPONDENCE FOR INFORMATION

5.1 GW OHT Integrated Care Council Meeting Key Messages October 2025

Received for information.

6. UPCOMING MEETINGS

As noted on the agenda.

7. ADJOURNMENT – OPEN MEETING

Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 6:39 pm. CARRIED.

8. MOTIONS FROM CLOSED MEETING

Moved by N. Mir, seconded by T. Hunter that the November 6, 2025 closed meeting Board Agenda be approved. CARRIED.

Moved by J. Hohenadel, seconded by K. Hauser that the item noted on the Consent Agenda for the closed meeting held on November 6, 2025 be approved. CARRIED.

Moved by T. Sehl, seconded by L. Woolley that the 2026 Consolidated Budget be approved as presented and submitted to the City of Guelph for final approval. CARRIED.

Moved by J. Garner, seconded by L. Betteridge that the Executive Leadership Team Strategic Report November 2025 be accepted. CARRIED.

9. CHAIR'S ANNOUNCEMENTS & ADJOURNMENT

K. Wilkie announced that Past Chair Peter Barrow has resigned from the Elliott Board of Trustees. Peter was first appointed to the Board in January 2020 and served two years as Board Chair. He noted that his involvement with TEC has been the most enjoyable and fulfilling of his entire 52-year volunteer career.

The Fall Retreat planned for November 14th will be missing half the Board, so unfortunately, we will not be moving forward with this date. Looking at dates early in the new year, a full day, and there will be a couple of Saturday options. Thanks to everyone who's already completed the pre-retreat survey. Board members asked whether they could add information to or redo their survey based on new information and new thoughts/ideas; M. Karker will follow up and advise.

Environmental scanning information and different models of care were suggested as topics for the Board's information.

TEC's annual Holiday Market is coming up next weekend – plan to attend if you're free! Also, on November 27th plan to attend the Resident & Family Holiday Dinner – get your tickets online!

<https://www.elliottcommunity.org/events>

Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 7:55 pm. CARRIED.

Respectfully Submitted,

Approved by Motion of the Board of Trustees,

Julie Spindler
Executive Assistant
November 7, 2025

Kathy Wilkie
Chair, Board of Trustees
December 4, 2025

Board Report Committee Highlights



TO: Board of Trustees, Consent Agenda

DATE: December 4, 2025

SUBJECT: Corporate Affairs Committee November 20, 2025 Highlights

RECOMMENDATION

That the report presented by the Chair of the Corporate Affairs Committee for the meeting held on November 20, 2025, be received for information.

BACKGROUND

Highlights are presented by the Chairs of the following Committees of the Elliott Board of Trustees: Corporate Affairs, Governance and Nominating, and External Affairs. Topics are discussed separately, if required, in the closed meeting as per the Municipal Act, Section 239.

REPORT

The Corporate Affairs Committee held a meeting on November 20, 2025. The Committee approved the Consent Agenda and the minutes of the meeting held October 29th, 2025. The Committee then moved In-Camera. The Committee reviewed Closed Minutes of the meeting held October 29, 2025.

The Committee also received and reviewed the following reports from staff:

1. IT Cyber Security Checklist Q3 2025
2. Quality Monitoring Report Q2 & Q3 2025
3. Community Engagement report November 2025
4. Fundraising Analysis YOY
5. Fundraising Campaign 2026 Plan
6. Financial Position Report and Scorecards for September 2025
7. Risk Management Report
8. 2026 Cash Flow Management
9. Debt Management Monitoring
10. Asset Management Plan

The Committee moved back into the Open Meeting and passed the motions for the closed session.

The Committee also reviewed the Corporate Affairs Committee Work Plan for 2025 and approved the Corporate Affairs Committee Work Plan for 2026.

Board Report Committee Highlights



The next meeting of the Committee is February 18, 2026.

FINANCIAL IMPLICATIONS

None.

STRATEGIC IMPERATIVE ALIGNMENT

This report aligns with the following Strategic Imperative:

- ✓ Focus on financial sustainability and well-being

Report Author:

David A. Kennedy
Secretary/Treasurer



The Elliott Long-Term Care Residence Report

TO: Committee of Management

DATE: November 20, 2025

SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2025 – Q3

RECOMMENDATION

That the 2025-Q3 quarterly report on the operations of The Elliott Long-Term Care Residence (the ELTCR), be received.

BACKGROUND

The Fixing Long-Term Care Act, 2021 requires every municipality within Ontario to support a municipal long-term care home. The City of Guelph is meeting this responsibility through a Delegation of Authority Bylaw, assigning the responsibility to operate the City's approved 114-bed long-term care home to The Elliott's Board of Trustees. In addition to the Delegation of Authority Bylaw, The City and The Elliott have also entered into a Long-Term Care Services Agreement (Services Agreement) that identifies the specific nature of the relationship and sets out the responsibilities of both parties to the Agreement. There is a requirement within the Services Agreement for The Elliott to report quarterly on the operations of the ELTCR.

The Elliott Community operates a campus of care offering retirement and life-lease care and services beyond the ELTCR. As the relationship set out in the Services Agreement pertains strictly to the ELTCR operations, this report only reflects long-term care operations and does not reflect the retirement and life-lease suites.

REPORT

In accordance with the provisions within the Services Agreement:

Attestation of the Responsibilities of The Elliott

The Elliott confirms that to the best of its knowledge, it is,

- (a) Complying with all provisions of the *Municipal Act* relating to local boards;
- (b) Complying with all provisions of the *Elliott Act*;
- (c) Complying with all provisions of the Fixing Long-Term Care Act (FLTC Act), 2021, including fulfilling the obligations under section 69;
- (d) Complying with all laws, regulations, policies, and orders made by any level of government that relate to the operation of the ELTCR;
- (e) Complying with all provisions in the Elliott Delegation of Authority Bylaw; and,
- (f) Managing a Business Plan and Strategic Plan for the ELTCR.

Overview of the Operations

The Elliott Community – Long-Term Care Update

- **Butterfly Accreditation Achievement**

The Elliott Community has received the highest level of accreditation for its implementation of *The Butterfly Approach* to care. The accreditation was for the transformative work on the third floor of long-term care. ELTCR has completed painting on the second level and will now be personalizing the space, based on the input of the people who live here and their families. Training of 160 team members will begin in January 2026. We remain on track for full accreditation in the fall 2026.

- **Direct Hours of Care Compliance**

The Elliott Community continues to exceed the provincial requirement of 4.0 direct hours of care per resident per day, as mandated by the *Fixing Long-Term Care Act, 2021*, to be achieved by March 31, 2025. In Q3, the Home reported an average of 4.11 direct hours of care per resident per day, demonstrating our ongoing commitment to quality care.

- **Infection Prevention and Control Compliance**

The Elliott Community remains fully compliant with all Ontario Government and Public Health directives related to Infection Prevention and Control (IPAC). We are committed to upholding the highest standards to protect the health and safety of our residents, staff, and visitors.

There have been no conflicts of interest of any Board of Trustee members or employees of The Elliott Community providing services.

As described above, there has been a request for information under the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.58.

There are no identified litigations, potential litigations, or claims (insured or uninsured) of any kind at the time of preparing this report.

In the opinion of the Chair of the Board of Trustees, no other issues or matters require a direction from or a decision of the Committee of Management or which the Committee of Management has requested that the Board of Trustees provide a report.

The following represent specific sections of the responsibilities of the Services Agreement:

Complaints / Concerns

There were no (0) complaints/concerns received during Q3, 2025 by the ELTCR.

| Date | Details of Complaint / Concern | Response from Management | Resolved within The Elliott | Reported to the MLTC |
|------|--------------------------------|--------------------------|-----------------------------|----------------------|
| | | | | |

Critical Incident Reports

Two (2) critical incidents were reported to the MLTC during Q3, 2025 by the ELTCR:

| No. | Details of Critical Incident | Response from Management | Resolved within The Elliott | MLTC Completed Inspection |
|----------------|--|--|-----------------------------|--|
| M633-000007-25 | Resident assessed as high risk for falls, with history of multiple falls suffered a serious fall and required hospitalization (fracture) | A full review of the incident determined that all correct safety and fall reduction protocols were in place. Family and resident were aware that resident was a high fall risk. Care plan supported resident's full independence regarding mobility. | No | Inspector on site on Oct 15-17, 20, 2025. Noted that resident did not have a fall alarm in place on her wheelchair on one of the 4 days of observation. Team advised and this was addressed. |
| M633-000008-25 | Privately hired care support person was observed tapping a resident on the back of the head multiple times in order to encourage her to eat. | Resident was assessed for injury. Provider was removed from ELTCR. Employment Agency was advised that this provider was no longer allowed to provide care at ELTCR. POA Family member was notified. Police were notified as per the FLTCA. | No | Phone inspection with Associate Director of Care and Administrator occurred on Sept 24, 2025 to clarify details. No further follow-up to date. |

Financial Overview

City Council confirmed The Elliott's 2025 Long-Term Care budget, on January 22, 2025. The total funding request was \$2,944,546 and consisted of:

- Base operational funding of \$2,078,455; and,
- Annual capital expenditure of \$866,091.

Financial Results

At the end of Q3 2025, The Elliott – LTC operations has a year-to-date surplus of \$832,363 which is \$5,288 lower than budget; revenue was 1.6% over budget for the period and expenses were 1.8% over budget resulting in a .6% variance at the end of the quarter.

THE ELLIOTT COMMUNITY
LTC - STATEMENT OF OPERATIONS
For the Nine Months Ending September 30, 2025

| | OA Envelope Actual \$ | Other envelopes Actual \$ | Total all envelopes Actual \$ | Year To Date Budget \$ | Variance \$ | Notes % |
|---|-----------------------------|---------------------------------|-------------------------------------|---------------------------|----------------|------------|
| REVENUE | | | | | | |
| LTC accomodation (basic and preferred) | 2,509,294 | 0 | 2,509,294 | 2,473,201 | 36,093 | 1% |
| Provincial funding - MLTC | 592,563 | 7,443,045 | 8,035,608 | 7,910,844 | 124,764 | 2% |
| City of Guelph funding | 1,558,842 | 0 | 1,558,842 | 1,558,842 | 0 | 0% |
| Recognition of deferred contributions | 347,376 | 0 | 347,376 | 466,915 | (119,539) | -26% 1 |
| Other revenue | 206,581 | 71,958 | 278,539 | 116,988 | 161,550 | 138% 2 |
| Total Revenue | 5,214,656 | 7,515,003 | 12,729,658 | 12,526,790 | 202,869 | 2% |
| EXPENSES | | | | | | |
| Wages, salaries and benefits | 2,209,266 | 6,491,926 | 8,701,192 | 8,390,701 | 310,491 | 4% |
| Supplies, facilities, equipment, services | 832,441 | 1,132,047 | 1,964,488 | 1,994,228 | (29,740) | -1% |
| Administrative, financing, other | 482,112 | 78,679 | 560,791 | 574,694 | (13,904) | -2% |
| Amortization of capital assets and financing fees | 670,824 | 0 | 670,824 | 729,515 | (58,691) | -8% |
| Total Expenses | 4,194,643 | 7,702,652 | 11,897,295 | 11,689,138 | 208,157 | 2% |
| SURPLUS / (DEFICIT) | 1,020,013 | (187,649) | 832,363 | 837,652 | (5,288) | -1% |
| | ===== | ===== | ===== | ===== | ===== | ===== |

Statement of Operations and Variance Analysis

Actual results with variances of 10% and \$25,000 compared to budget are explained as follows:

1. Capital asset purchases in 2024 were less than budgeted because of the delay in our 29-bed expansion project. As a result, the deferred contributions related to capital are lower which is consistent with less amortization expenses. In December of 2024 we revised our capital plan after receipt of a Building Condition Assessment for the Elliott (LTC) building. We are now planning for less spending in 2025 with an increase spend in 2026. Because of these two items, we will have an increasing permanent variance this year.
2. In Q1, we received \$15,000 more salary recovery than budgeted from the University of Waterloo Research Institute for Aging for time spent administering the PSW student program. Approximately \$11,000 of the year-to-date variance relates to higher vendor recoveries (from participation in purchasing groups); the increase is a combination of increased prices or higher volumes and a \$15,000 education bursary. A WSIB rebate of \$67,000 was received and \$26,000 unbudgeted revenue related to new PSW Initiative program, whereby The Elliott receives an amount for each co-op student, funded by Ontario Health.

PREPARED BY:

Martin Ruaux
Chief of Resident Care Services and Administrator
Al Van Leeuwen
Interim Chief of Finance

APPROVED BY:

Kathy Wilkie
Chair Board of Trustees

RECOMMENDED BY: Michelle Karker, CEO

Staff Report



TO: Board of Trustees
DATE: November 27, 2025
SUBJECT: THE ELLIOTT LONG-TERM CARE RESIDENCE Q3 2025 REPORT

RECOMMENDATION

To receive for information The Elliott Long-Term Care Residence (ELTCR) Q3 2025 Report prepared by the Administrator LTC and presented to the Board of Trustees on December 4, 2025.

BACKGROUND

In accordance with the provisions within the LTC Services Agreement, a quarterly report is prepared for the Elliott Board of Trustees by the Administrator of the Long-Term Care Residence.

REPORT

Following are the LTC highlights for the period July 1, 2025 – September 30, 2025:

- **Registered Nurses Association of Ontario (RNAO) Clinical Pathways Partnership**
 - ELTCR is part of a multi-year project utilizing Point Click Care (EMR) to embed best practice clinical pathways.
 - Phase Two pathways went live November 26
 - Pain Assessment and Management
 - Falls Assessment
- **Achieved 4 hours of Direct Care Hours**
 - The ELTCR continues to exceed the requirements of providing 4.0 hours of direct care, as mandated in the Act. This quarter we are reporting 4.11 direct hours of care per resident day.
- **The Butterfly Approach**
 - Painting and environmental changes have begun on the second floor home areas of Eramosa and Paisley. Staff training is planned to begin in January 2026.
 - The Elliott Community was the recipient of a Cultivate Safety Grant application through the HIROC Foundation. This grant was for \$20 000 for the Butterfly Approach to Care expansion project.

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- **Transition InterRAI (Resident Assessment Instrument) Long Term Care Facilities**
 - ELTCR went with InterRAI LTCF on October 1, 2025. This is a comprehensive standardized instrument for evaluating the needs, supports and interventions of the people residing in long term care. This coding instrument allows us to report resident complexity and is directly tied to funding. This tool will replace the current Resident Assessment Instrument- Minimum Data Set 2.0.

Complaints / Concerns

There were no complaints/concerns received during Q3, 2025 by the ELTCR.

Critical Incident Reports

Three critical incidents were reported to the MOHLTC during Q3, 2025 by the ELTCR:

| No. | Details of Critical Incident | Response from Management | Resolved within The Elliott | MLTC Completed Inspection |
|----------------|--|--|-----------------------------|---|
| M633-000006-25 | July 16, 2025 Respiratory Outbreak Wellington Home Area. Three resident cases | All Infection Prevention and Control interventions in place including enhanced cleaning. Notification to all members of the community. Confirmed as Rhinovirus. | Yes | No |
| M633-000007-25 | Aug 4, 2025 Unwitnessed Fall with injury | Resident assessed and managed at the site of the incident. Transferred to hospital for diagnosis and treatment. All appropriate falls prevention interventions in place. Resident has had a number of falls. Family and resident support full independence and this is reflected in the resident care plan | No | MLTC Inspector on site October 15-17 and 20 th . All appropriate interventions in place. In one instance the resident fall alarm was not in place on her wheelchair. Written notification provided – <i>Plan of Care</i> . Training reinforced with team |

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| | | | | |
|----------------|---------------------------|--|----|--|
| M633-000008-25 | Visitor to Resident Abuse | External care provider, hired by family was observed inappropriately hitting a resident on the back of her head in order to compel the resident to eat. She was also observed making inappropriate threatening comments. Once the Director was notified, the External Care provider was removed, the agency was notified, the resident's POA (ther person who contracted the provider) was notified, as well as the police and the MLTC. | No | Initial MLTC intake inspection occurred by telephone on September 24, 2025. Follow up anticipated. |
|----------------|---------------------------|--|----|--|

FINANCIAL IMPLICATIONS

N/A

STRATEGIC IMPERATIVE ALIGNMENT

Enhance The Elliott Community resident experience

Report Author: Martin Ruaux, Chief of Resident Care Services and Administrator

This report was approved by: Michelle Karker, CEO

This report was recommended by: Michelle Karker, CEO

Staff Report



TO: Board of Trustees
DATE: December 4, 2025
SUBJECT: CEO's Report – December 2025

RECOMMENDATION

That the report titled "CEO's Report – December 2025" be received for information.

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

- Resident Experience Survey 2025: This year's Resident Experience Survey is currently in progress.
- Transition to the Inter-RAI: Complete. We are now fully transitioned to the updated Ministry coding system.
- Clinical Pathways Project with RNAO: Our partnership with the Registered Nurses' Association of Ontario (RNAO) continues to move forward. On November 26, 2025, we launched two new best practice pathways: Pain Assessment and Management and Falls Assessment and Management. These pathways will strengthen standardized, evidence-based care across our community.
- Butterfly Transformation: We are continuing progress on the Butterfly journey. Painting of the second floor is now complete. Training of 165 team members is planned to begin in January 2026. We remain on target for Accreditation in the fall of 2026. ELTCR is the recipient of the HIROC Cultivate Safety Grant in the amount of \$20 000 to support Butterfly expansion.

Bring out the best in everyone

- The Joy of Music Holiday Concert, which has fast become one of our most anticipated annual events, will be on December 15th. We will celebrate the diverse musical talents of our residents and honour a beloved legacy, culminating with the presentation of the annual volunteer award in memory of former resident Joy Sloan.

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- We confirm our readiness to meet the December 14th, 2025, transition deadline for the updated WHMIS (WHMIS 2025), a compliance mandate under the Occupational Health and Safety Act (OHSA). Our team has implemented necessary measures, including updating worker training on new classifications and verifying that all Safety Data Sheets (SDSs) and product labels align with the amended regulations. This ensures full legal compliance and continuous worker protection.

Create community partnerships with purpose

- Our recent Holiday Market was a tremendous success, brilliantly integrating the Children's Art Factory "Mini Makers Market" to celebrate handmade creativity and foster wonderful intergenerational connections with our seniors.

The event elevated The Elliott's reputation, showcasing us as a welcoming community hub that champions local arts and family engagement. Crucially, the Market served as a successful open house, allowing broader community members to visit and experience The Elliott firsthand. The high attendance and positive reception reinforced our role as a beloved neighbourhood institution and a premier venue for inclusive, high-quality seniors' living.

Focus on financial sustainability

- Ontario Health received notification from the Ministry confirming a funding increase of 2.1% in the level-of-care (LOC) per diem funding for the 2025-26 funding year.
- Our BIG Holiday Raffle is underway! The final draw is set for December 3rd. All proceeds directly support the "Transforming Together" campaign, significantly enhancing our person-centred care initiatives across the community.
- We are launching our Giving Tuesday Fundraising Campaign, featuring The Elliott Community Wish Book, full of meaningful giving opportunities (from \$50-\$5,000), running through January, all aimed at directly supporting the transformation of person-centred care in both Long Term Care and Retirement Living.

Report Author: Michelle Karker, CEO

Meeting Date: November 12, 2025
Action: Information/Discussion
Topic: GW OHT Collaborative Governance -
From: Emmi Perkins, Director of Transformation

Purpose: To seek endorsement from Guelph Wellington Ontario Health Team (GW OHT) partner Board of Directors regarding a plan to gradually align strategic planning processes across GW OHT partner organizations.

Situation: The GW OHT Integrated Care Council (ICC) has been discussing 'collaborative governance' and the role of ICC members in advancing collaborative governance as an enabler of integrated care. The ICC is proposing a gradual process to deepen alignment of partner organization strategic priorities with the goal of creating shared strategic focus (including effort and investment) and collective impact towards improving the health of the population of Guelph Wellington

Background: In the Spring of 2024, following structural changes that saw the GW OHT Governance Council and Steering Committee merge to form the GW OHT Integrated Care Council, the GW OHT Collaborative Decision-Making Arrangement (CDMA) was revised. As a result of this process, further clarity was sought about collaborative governance – what is it and what is the role of ICC members in advancing it?

To support this clarity, the ICC reviewed literature re: collaborative governance:

- Collaborative governance is a tool to achieve shared purpose/shared priorities (i.e. improve the health of the population of Guelph Wellington) – it is a means (to achieve integrated care), not an end
- Effective collaborative governance is critical to the outcomes of integrated care
- Traditional governance within organizations does not match the needed governance between organizations
- Elements critical to enabling successful governance within integrated care include:
 - relationships and trust
 - joint planning, shared priorities
 - integrated information technology
 - change management
 - incentives
 - population focus
 - data and measurement
 - continued professional development
 - engagement of community members
 - innovation

Assessment: By virtue of membership, GW OHT partners accept that the health and well-being of the people of Guelph Wellington is a shared responsibility and acknowledge this requires partner organizations to act as more than individual institutions. Integration of care requires a collective counterforce to the status quo (i.e. health and social care funding and accountabilities perpetuate fragmentation and duplication rather than integration). To advance our shared purpose (*To Advance integrated care through partnership and collaboration to improve the health of the population of Guelph Wellington*), integrated care needs to be hardwired into each partner organization so that population health is not an aspiration, but part of strategic and operational plans.

Through generative discussion, the ICC has identified four collaborative governance themes/mechanisms to advance integrated care: 1. Alignment of Strategic & Planning Processes 2. Organizational Priority & Resource Alignment 3. Governance & Fiduciary Duty 4. CEO / Executive Leadership & Performance.

The ICC has prioritized 'Alignment of Strategic Planning Processes' and has developed the following recommendations:

1. **Map Strategic Planning Cycles Across GW OHT** - To provide visibility on timing, sequencing, and potential alignment opportunities, a consolidated view of when each partner organization enters its planning cycle will be developed.
2. **Joint System-Planning Workshops** - An "OHT Strategy Co-Design" session will be held once each year including the leaders, planners, and stakeholders across all partner organizations that are entering a strategic planning in the year ahead.
3. **Align Strategic Planning Process** – To move beyond alignment to true co-design of organizational and OHT plans, partners will explore alignment/coordination of strategic planning process to facilitate individual organizational plans in whole or in part e.g. Of the organizations planning a strategic planning process in a given year, organizations may identify opportunities to share a consultant, to partner on community/partner engagement activities etc. The OHT/collective community plan will continue to be developed based on the priorities included in organizational plans (rather than by repeating a separate strategic planning process). This will support continued "knitting together" of organizational strategies with system/community priorities, ensuring coherence and reinforcing the shared purpose while still honouring the individual organizational strategic plans/areas of focus.

For endorsement: *As a core partner of the GW OHT, {Insert Name of GW OHT Partner Organization} Board of Directors supports the GW OHT Integrated Care Council's efforts to create shared strategic focus and collective impact towards improving the health of the population of Guelph Wellington. As such, {Insert Name of GW OHT Partner Organization} Board of Directors endorses the GW OHT Integrated Care Council's recommendations to support 'Alignment of Strategic Planning Processes'. Specifically, we commit to participating in joint system-planning workshops and considering opportunities to align / coordinate strategic planning process activities with partner organizations.*

Next Steps:

1. A map of strategic planning cycles across GW OHT partners will be created.
2. A joint planning workshop will be arranged for partner organizations that are entering a strategic planning process in 2026



THE ELLIOTT COMMUNITY - A NOT FOR PROFIT CHARITABLE ORGANIZATION

TRANSPARENCY AND ACCOUNTABILITY IN ACTION



Long-Term Care (LTC)

- Province of Ontario (Ministry of LTC)
- City of Guelph
- Provincially set, Resident paid accommodation fee

Funds:

- Clinical, Allied Health & Administrative staff
- Dining Services
- Programs & Activities
- Operations & Capital Funding

Funding is spent on Resident Care & Capital Improvements



Retirement Living

- Fully resident paid
- No Direct Government Funding

Funds:

- Clinical & Administrative staff
- Dining Services
- Programs & Activities
- Operations & Capital Funding

Surplus reinvested into service, support and campus improvements



Life Lease Residences

- Independently operated through resident life lease investments
- Monthly maintenance fees

Funds:

- Building maintenance
- Facility operations
- Capital improvements

Funds reinvested back into Life Lease



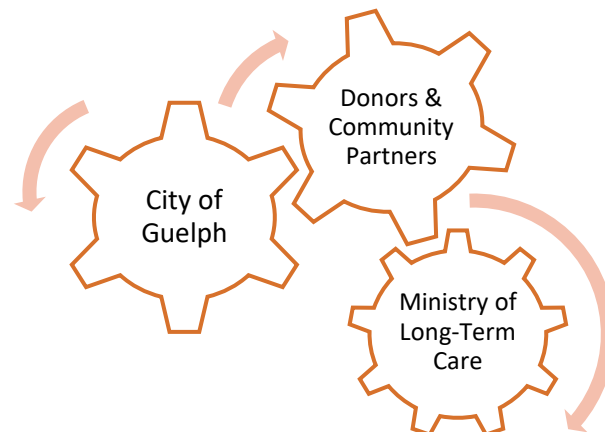
Other Programs & Operations

- Tax deductible donations & grants
- Earned revenue (cafe, general store, parking, events)
- Project based funding

Used to:

- Resident quality of life enhancements, like our Butterfly Transformation.
- Staff professional development
- New initiatives & improvements not funded by the Government

Funds are directed to specific needs & aligned with our charitable purpose



• OUR FUNDERS

✓ WE CAN USE FUNDING FOR

- Resident care, food, staffing
- Building maintenance, safety, capital
- Community and quality of life programs
- Staff education and approved training

✗ WE CANNOT USE FUNDING FOR

- Non LTC areas, if the funding is government sourced
- Paying bonuses or unrelated expenses
- Moving money between specific funding envelopes

Date: November 18, 2025
To: GW OHT Integrated Care Council
From: Emmi Perkins, Director of Transformation
Subject: **GW OHT Integrated Care Council Key Messages – November 12, 2025**

Key Messages

The following are the Key Messages from the Guelph Wellington OHT (GW OHT) Integrated Care Council (ICC) meeting on November 12, 2025. Please share broadly with your staff, clinicians, boards, and partners.

1. **New Integrated Care Council Member** – The GW OHT is pleased to welcome Gloria Ringwood, board member at St. Joseph's Health Centre Guelph to the Integrated Care Council.
2. **Wellington Guelph Health and Housing Community Planning Table Update** – The Planning Table's draft community plan, including goals, measures and actions to address the twelve priority focus areas, will be completed by December 2025 before being finalized in early 2026. Several of the priority action areas fall within the scope and mandate of the GW OHT and will continue to be a priority area of focus.
3. **Primary Care Expansion Funding Proposals Submission** – Submissions for the next call for proposals for Interdisciplinary Primary Care Team (IPCT) expansion funding are due November 14. The GW OHT Primary Care Network proposal leverages Guelph Wellington's existing primary care team structures and partnerships. The proposal describes our bold vision to be the first OHT to achieve 100% attachment with a relatively low investment - the funding required to build on existing Guelph Wellington primary care teams is less than the cost to build net new teams as is required in many other communities. The Integrated Care Council endorsed the GW OHT IPCT Expansion Funding proposal, including our bold vision to be the first OHT to achieve 100% attachment.
4. **Local Delivery Group Expansion** – Ontario Health initially established Local Delivery Groups or LDGs to assist acute care organizations to address cybersecurity. The role of LDGs has recently been expanded to include work related to eReferral, Patients Before Paperwork and central intake. The two Lead Organizations of the LDGs in OH West are London Health Sciences and Hamilton Health Sciences.
5. **GW OHT Journey Towards Collaborative Governance** – Over the last few ICC meetings, GW OHT ICC members have discussed collaborative governance as a lever to achieve GW OHT shared purpose i.e. *to advance integrated care through partnership and collaboration to improve the health of the population of Guelph Wellington*. ICC members have explored **how** collaborative governance might be used as a lever to advance integrated care. One of the opportunities identified is to align strategic planning priorities and processes. A briefing note has been developed for discussion and endorsement by each partner organization board. The briefing note describes opportunities to align strategic planning processes with the objective to bring strategic priorities and activities into alignment towards collective achievement of the shared purpose that has been identified by GW OHT partners.

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)