



# NOTICE OF OPEN BOARD OF TRUSTEES MEETING

THURSDAY, FEBRUARY 5, 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. DELEGATE: Garnet Green - Maintenance Fee Increases The Ellridge {10 Min. Open Meeting Presentation}**

**3. BOARD EDUCATION: HIROC Insurance Coverage – John Genilla {30 Min. Closed Meeting Presentation}**

**4. BOARD WORKPLAN 2026 (Motion) Attach 2**

**5. CONSENT AGENDA (OPEN) (Motion)**

- 5.1 Approval of the Previous Minutes – December 4, 2025 Attach 3

- 5.2 Governance and Nominating Committee Report Highlights December 10, 2025 Attach 4

**6. NEW BUSINESS – OPEN MEETING**

- 6.1 CEO's Report February 2026 (M. Karker) (Motion) Attach 5

**7. CORRESPONDENCE FOR INFORMATION (Motion)**

- 7.1 GW OHT Integrated Care Council Meeting Key Messages January 14, 2026 Attach 6

**8. UPCOMING MEETINGS**

Board of Trustees – March 5, 2026  
Corporate Affairs – February 18, 2026  
Governance and Nominating – March 11, 2026

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

**10. MOTIONS FROM CLOSED MEETING FOR APPROVAL (Motions)**

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

## Board of Trustees Annual Workplan 2026 - next update February 5, 2026

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.

Item	Action	January No Board Meeting	05-Feb	05-Mar	02-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 / HIROC)	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		NEW			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, DECEMBER 4, 2025

ZOOM

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<b>Board:</b>	Kathy Wilkie (Chair), Lise Betteridge, David Kennedy, Thomas Hunter, Justine Garner, Ted Sehl, Lisa Woolley, Naeem Mir, Joanne Hohenadel, Katherine Hauser
<b>Staff:</b>	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), Samantha Corman (Community Engagement Manager), Julie Spindler (Executive Assistant / Board Liaison)
<b>Guest:</b>	Danna Evans (General Manager Culture and Recreation)

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### 1. WELCOME AND CALL TO ORDER

K. Wilkie called the meeting to order at 6:02 pm.

#### 1.1 Disclosure

There were no disclosures of pecuniary interest.

#### 1.2 Approval of the Agenda

*Moved by L. Betteridge, seconded by K. Hauser that the December 4, 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, 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.

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

### 2. BOARD WORKPLANS 2025 and 2026

K. Wilkie referred to the current Board Workplans and asked for comment. Items may come out following the Retreat in February – this is a living document.

*Moved by L. Betteridge, seconded by L. Woolley that the Board Workplan for 2025 be received and the draft Board Workplan for 2026 be approved. CARRIED.*

### 3. CONSENT AGENDA

No items were identified for further discussion:

*Moved by T. Sehl, seconded by T. Hunter that items noted on the Consent Agenda for the open meeting held on December 4, 2025 be approved. CARRIED.*

### 4. THE ELLIOTT LTC RESIDENCE QUARTERLY REPORT Q3 2025

M. Ruaux presented the Q3 report. The successful grant application was acknowledged. Confirmed we have legal accountability for contracted service providers.

*Moved by J. Garner, seconded by J. Hohenadel that the Elliott LTC Residence quarterly report Q3 2025 be accepted. CARRIED.*

**5. NEW BUSINESS – OPEN MEETING**

**5.1 CEO's Report December 2025**

M. Karker presented the monthly report to the Board. Congratulations were extended on the HIROC safety grant!

*Moved by J. Garner, seconded by L. Woolley that the CEO's Report for December 2025 be accepted. CARRIED.*

**5.2 GW OHT Collaborative Governance Board Endorsement**

M. Karker asked for the Board's endorsement of efforts to align strategic planning processes across Guelph Wellington. This is a first step to show we're willing to be involved. A suggestion was made to have someone from the GW OHT join a future Board meeting to learn about collaborative governance.

*Moved by K. Wilkie, seconded by L. Betteridge that as a core partner of the GW OHT, The Elliott Board of Trustees 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, The Elliott Board of Trustees 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. CARRIED.*

**5.3 Funding Model**

M. Karker presented a new funding graphic that easily explains how we are funded. Will help educate residents, families, staff, and the community. This is a living document that will change as funding changes. Will be posted on the Elliott website <https://www.elliottcommunity.org/howfunded> following the Board's endorsement.

Suggestions:

- More accurate to indicate we are a Registered Charity. Note, we are registered with CRA, which allows us to issue tax receipts.
- Our Funders Wheel - add under City of Guelph that it's LTC only.
- We Can Use Funding For – add 'required' training / 'strategic' training – to support innovation and best practice.

*Moved by J. Garner, seconded by D. Kennedy that the draft Funding Model be endorsed as presented, with staff to consider changes suggested. CARRIED.*

**6. CORRESPONDENCE FOR INFORMATION**

**6.1 GW OHT Integrated Care Council Meeting Key Messages November 12, 2025**

Received for information.

**7. UPCOMING MEETINGS**

As noted on the agenda.

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

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*Having no other business raised, it was moved by T. Hunter, seconded by J. Hohenadel that the Board of Trustees open meeting adjourn at 6:46 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 T. Hunter, seconded by L. Betteridge that the December 4, 2025 closed meeting Board Agenda be approved. CARRIED.*

*Moved by J. Garner, seconded by K. Hauser that the item noted on the Consent Agenda for the closed meeting held on December 4, 2025 be approved. CARRIED.*

*Moved by D. Kennedy, seconded by N. Mir that the closed report of the Corporate Affairs Committee for the meeting held on November 20, 2025 be accepted. CARRIED.*

*Moved by T. Hunter, seconded by J. Hohenadel that the 2025 to 2027 Strategic Scorecard Q3 2025 be approved. CARRIED.*

*Moved by K. Hauser, seconded by L. Woolley that the Executive Leadership Team Strategic Report December 2025 be accepted. CARRIED.*

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

K. Wilkie extended best wishes to Staff for the upcoming holiday season.

*Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 7:38 pm. CARRIED.*

Respectfully Submitted,

Approved by Motion of the Board of Trustees,

\_\_\_\_\_  
Julie Spindler  
Executive Assistant  
December 5, 2025

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Kathy Wilkie  
Chair, Board of Trustees  
February 5, 2026

**11. CLOSED MEETING BOARD MEMBERS ONLY**

Meeting to discuss the 2025 CEO Performance Scorecard Mid-Term Results and the CEO Succession Plan. Minutes recorded by the Board Chair.

# Staff Report



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**TO:** Board of Trustees  
**DATE:** February 5, 2026  
**SUBJECT:** CEO's Report – February 2026

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## RECOMMENDATION

That the report titled "CEO's Report – February 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

- We are now in the final stretch of our Holiday Wish Book initiative, and the impact so far has been heartwarming. Thanks to the incredible generosity of our community, we have already granted 141 of our 252 wishes, raising \$13,000 toward our Transforming Together goal. While we've made wonderful progress, we still have 111 wishes left to fulfill before donations close on January 31st. We are making a final call to help us finish strong, whether through a direct contribution or by simply spreading the word. Every bit of support brings us closer to making these remaining wishes a reality. For more details or to make a donation, please visit the Holiday Wish Book section under the Fundraising & Donations tab on our website.
- Resident Experience Survey 2025: Survey results have been collated and final reports will be available to the Board in March.
- Butterfly Transformation: The second co-hort of staff have begun training, supported by the "Improving Dementia Care Program" (see financial sustainability) completing the first of five full training days. Training will be completed by the end of March 2026.
- We have successfully completed the full scope of work funded by the Federal government through the Investing in Canada Infrastructure Program (ICIP). This work included installation of new electric humidifiers, integration into the existing building automation network and installation of a new duplex water softening system.

# Staff Report

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

- To foster a culture where staff feel valued, we provided each team member with a Fresh Box of local produce and a \$50 gift card. This initiative supported staff wellness and morale during the holiday season.
- In compliance with the Working for Workers legislation, we have updated our external postings to include salary transparency. We remain compliant with AI disclosure requirements and ensure there are no Canadian experience barriers. These changes ensure we attract a diverse and high-quality talent pool.
- We have committed to continuing our CLRI partnership and are leveraging this program to build mentorship capacity across our clinical team. By providing professional development in leadership and communication, we ensure our staff at all career stages are equipped to support, train, and retain new hires. This investment in our mentorship culture is key to reducing turnover and ensuring high standards of care.

## **Create community partnerships with purpose**

- We have officially transitioned into a teaching site through the PREP LTC program. This partnership allows us to build direct relationships with students and academic institutions, creating a sustainable recruitment pipeline. By evaluating fit and mentoring prospective hires before graduation, we are ensuring long term staffing stability.
- Strategic Decision: Living Classroom Model: After careful evaluation, we have decided not to pursue the Ministry's Living Classroom model at this time. While a one-time grant is available for implementation, the model requires a permanent allocation of critical space to be renovated into a dedicated clinical lab. This would include installing hospital beds, mannequins, and classroom infrastructure. Given our currently healthy recruitment rates and limited square footage, we determined that preserving this space for resident programming and care is a higher priority. Furthermore, we chose not to create internal competition with our successful PREP LTC and CLRI Preceptorship programs, ensuring our resources remain focused on our current student cohorts.

## **Focus on financial sustainability**

- TEC has learned that it was successful in securing a one-time funding grant from Ontario Health in the amount of up to \$315,214 in fiscal year 2025/2026 under the Improving Dementia Care Program. The funding is to support long-term care homes in procuring and implementing evidence-informed emotion-based models of care. This funding covers cost for our Butterfly Transformation incurred in 2025 and in the first quarter of 2026.

# Staff Report

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- Financial results for LTC at the end of November show a surplus, but is slightly lower than budget. LTC's operating results have been trending below budget most of the year as a result of higher staffing cost.
- Finance is currently preparing for the financial statement audit and finalizing 2025 year-end.
- We are aggressively leveraging provincial flow through funding to ensure our recruitment and retention efforts are revenue neutral:
  - PSW Recruitment Incentive: We are utilizing the provincial signing bonus framework to offer new graduates up to \$10,000 for a one year commitment, allowing us to remain competitive at no net cost to our operating budget.
  - PREP LTC Financial Framework: Beyond recruitment, this program provides significant administrative and operational relief:
    - Coordination Funding: We have accessed \$30,000 to support the administrative coordination of student placements.
    - Backfill & Honoraria: We receive per student funding (up to \$3,600 per nursing student and \$2,000 per PSW student) to cover the cost of staff appreciation and mentor recognition.
    - Training Grants: The home receives \$210 per staff member who completes the PREP LTC eLearning modules, offsetting the cost of professional development.
- The transition to the OMERS Member Direct communication model is now complete. This shift significantly reduces our internal administrative burden and mitigates the risk of reporting errors during employee leaves. By moving to this model, tax reporting for leave-of-absence purchases (T4As) and the associated Pension Adjustments (PAs) are now handled directly by OMERS. This transfers the technical tax liability away from our internal payroll, ensuring higher compliance and accuracy for year-end reporting while streamlining the experience for our employees.

**Report Author: Michelle Karker, CEO**



**Date:** January 19, 2026  
**To:** GW OHT Integrated Care Council  
**From:** Emmi Perkins, Director of Transformation  
**Subject:** **GW OHT Integrated Care Council Key Messages – January 14, 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 **January 14, 2026**. Please share broadly with your staff, clinicians, boards, and partners.

1. **New Integrated Care Council Member** – The GW OHT is pleased to welcome Elizabeth Nieson, from Ontario Health at Home to the Integrated Care Council.
2. **Celebrations of Radical Collaboration** – At each ICC meeting, members are invited to share examples of radical collaboration amongst partners.
  - GW OHT ALC Scrum – The Scrum is a bi-weekly meeting of partners to collaboratively address the needs of patients in the community who may be at risk for hospital admission AND those who are ready for discharge from hospital, but who require complex coordinated care to transition safely to the community. Since 2022, the ALC Scrum has reduced 911 calls and Alternate Level of Care (ALC) days by enabling innovative and collaborative partnerships to address complex needs of patients.
  - Letter of Support Regarding Potential Reductions in Funding for Rent Supplements – In December, the GW OHT Integrated Care Council and the GW OHT Mental Health & Addiction System Table both submitted delegation letters to the Joint Social Service and Land Ambulance Committee (JSSLAC) to express concerns about the impact of proposed reductions in rent supplement funding in the 2026 social services budget. Many ICC members were at the JSSLAC meeting to delegate in person to end the pause on new rent subsidies. Following the JSSLAC meeting they joined the ICC meeting to share that the Council approved an increased allocated budget for rent subsidies to maintain subsidy rates from last year.
3. **Integrated Care Action Summit** – This two-day event was organized by Ontario Health Teams to come together to learn, collaborate, and identify both progress towards and next steps to continue to advance integrated health care in Ontario. ICC members who attended the Summit shared their experience in meeting other OHT partners. This summit will assist in demonstrating the impact and value of OHTS. Partners can anticipate a report with outcomes from the Integrated Care Action Summit in the coming weeks.
4. **Celebrating 1-year of the IPCT Home Care Program** – The Integrated Patient Care Team Home Care Program is approaching the 1-year anniversary of its launch in January 2025. ICC members reviewed the program's success with a 0% missed care rate and 100% referral acceptance rate with 638 patients enrolled to date. The ICC heard the benefits of the program through a patient story shared by a Care Coordinator and the Integrated Care Lead from CBI Home Health. A report celebrating the programs' 1-year success will be published by the end of the month.

5. **Ontario Hospital Association (OHA) Call for Proposals** – The OHA recently released a call for proposals to explore the potential of integrated hospital-primary care models to share with the Primary Care Action Team (click [here](#)). GW OHT partners will be submitting a proposal highlighting our local example of partnership. The proposal will be shared with the ICC in February.
6. **GW OHT Data Measurements** – Ontario Health has released performance measures for OHTs in 2025/26. These indicators along with other local prioritized measures are included on the GW OHT Joint Scorecard. These ‘OHT Performance Measures’ are included in the measures that are being used to monitor progress towards the 2025-2028 GW OHT Strategic Priorities. One current strategic objective is to advance shared accountability for the health of the residents of Guelph Wellington. ICC members discussed how progress towards this shared accountability might be measured within the strategic priority measurement framework.
7. **Integrated Decision Support** – IDS is an integrated data and analytics support collaborative that enables organizations from different sectors of the system to contribute and access data to create a comprehensive database of data to inform system planning and improvement activities. GW OHT has invested in IDS and as a result, has one of the most comprehensive sets of data to understand health outcomes and system utilization.
8. **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 in March. ICC members discussed topics and information for inclusion at that meeting to support the strategic planning efforts of partner organizations who are planning strategic planning processes in 2026,

*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))*