AGENDA

Board of Trustees Open Meeting

November 05, 2026 18:00 - 21:00

https://teams.microsoft.com/meet/2957746283783781?p=FsLsPV8ou9HWkb6j70

Chair: Wilkie, Kathy **Secretary:** Spindler, Julie

Confirmed: Lise Betteridge, Joanne Hohenadel, Lisa Woolley, Naeem Mir, Ted Sehl
Regrets: Justine Garner
Requested: David Kennedy, Kathy Wilkie, Michelle Karker, Martin Ruaux, Tanya Watton, Thomas Hunter, Al Van Leeuwen, Kimberley Wilson, Karen Fryday-Field

					Pages
18:00	1	WELCOME AND CALL TO ORDER		Wilkie, Kathy	
18:00	1.1	Disclosure of Pecuniary Interest and General Nature Thereof (open items)	Declaration as Required		
	1.2	Approval of the Agenda	Motion		
	1.3	CEO's Statement of Compliance and Territorial Acknowledgment		Karker, Michelle	
	2	BOARD GOVERNANCE AND POLICY DEVELOPMENT		Fryday-Field, Karen	
	2.1	New Governance Policies - Approval			
	2.1.1	CEO Job Products and Position Description (BCR #III-10)	Motion		
	2.1.2	Communication to and Support of the Board (EB #II-45)	Motion		
		• **Att 2 Communication to and Support of the Board**			**3 - 6**
	2.1.3	Board Code of Conduct, Confidentiality, and Conflict of Interest (GP #IV-04)	Motion		
		• **Att 3 Board Code of Conduct**			**7 - 15**
	2.1.4	Board Annual Strategic Agenda / Work Plan (GP #IV-15)	Motion		
		• **Att 4 Board Annual Strategc Agenda Work Plan**			**16 - 20**
	3	CONSENT AGENDA - OPEN	Motion		
	3.1	Approval of the Previous Minutes - October 1, 2026			
		• **Att 5 Open Meeting Minutes_October 1 2026_d r a f t to KW_KW edits Oct 19**			**21 - 25**
	3.2	Corporate Affairs Committee Highlights October 27, 2026		Sehl, Ted	
	3.3	Governance and Nominating Committee Highlights October 28, 2026		Wilkie, Kathy	

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4	NEW BUSINESS - OPEN MEETING			
4.1	CEO's Report November 2026	Motion	Karker, Michelle	
	• **Att 6 05-11-2026 CEO Report November 2026 OPEN FINAL**			**26 - 28**
5	CORRESPONDENCE FOR INFORMATION	Information		
5.1	GW OHT Integrated Care Council Meeting Key Messages October 2026			
	• **Att 7 GW-OHT-ICC-Meeting-Key-Messages-October-14-2026**			**29 - 31**
6	UPCOMING MEETINGS	Information		
6.1	Board of Trustees December 3rd, Corporate Affairs November 18th, Governance and Nominating November 11th			
7	ADJOURNMENT - OPEN MEETING AND AUTHORITY TO MOVE INTO CLOSED MEETING	Declaration as Required		
8	MOTION(S) FROM CLOSED MEETING	Approval		
9	CHAIR'S ANNOUNCEMENTS & ADJOURNMENT		Wilkie, Kathy	
9.1	GW OHT Joint Strategy Co-Design Workshop December 8th	Decision	Karker, Michelle	
	• **Att 8 20261009_Joint Board Sesion Strat Planning Invitation**			**32 - 34**

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BRIEFING REPORT TO THE ELLIOTT COMMUNITY BOARD OF TRUSTEES

REPORT TOPIC	**Communication to and Support of the Board of Trustees (EB #II-45)**
REPORT DATE	October 31, 2026
REPORT FROM	Governance and Nominating Committee Supported by Karen Fryday-Field, BScPT, MCPA, MBA, GSP Senior Consultant Meridian Edge Leadership & Governance Consulting

REPORT PURPOSE:

☒	**Board Policy Development, Review, and Approval**	☐	**Monitoring Report**
			☐ Critical Outcomes (Ends)
	☐ Critical Outcomes (Ends) Policy		☐ Executive Boundaries
	☒ **Executive Boundaries Policy**		
	☐ Board-CEO Relationship Policy	☐	**Careholdership Linkage Report**
	☐ Governance Process Policy	☐	**Incidental Report**
☐	**Board Implementation of Policy**		☐ CEO
	☐ Board-CEO Relationship Policy		☐ Board Chair
	☐ Governance Process Policy	☐	**Board Information**

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BACKGROUND

The policy topic "Communication to and Support of the Board" EB #II-45 falls under the Executive Boundaries policy quadrant. The purpose of this policy is to outline the Board's values and risk boundaries for the CEO regarding support that the Board requires to be effective in fulfilling its role and related communication between the CEO and the Board of Trustees. The Elliott Community Board of Trustees does not currently have any legacy policy direction regarding this matter in its policy set. At its October 28, 2026, meeting, the Governance and Nominating Committee reviewed and discussed this policy.

Trustees are asked to review the proposed policy, as outlined in Figure 1, in advance of the November 5, 2026 Board meeting and consider the following questions:

- Clarity: Is the policy clear and understandable?
- Alignment: Does the policy align with The Elliott Community's Governance Philosophy and Approach Policy about how it intends to govern?
- Completeness: Is anything important missing that should be addressed in this policy?

The November 5, 2026 Board meeting will provide an opportunity for discussion and consideration of any refinements before the Board is asked to approve the policy at that meeting.

RECOMMENDED MOTIONS

1. Be it resolved that The Elliott Community Board of Trustees moves to approve the new draft Communication to and Support of the Board of Trustees Policy, EB #II-45, as presented in Figure 1 as current and relevant.

FIGURE 1

POLICY TITLE: COMMUNICATION TO AND SUPPORT OF THE BOARD OF TRUSTEES	
POLICY SECTION:	EXECUTIVE BOUNDARIES
POLICY NO:	EB #II-45
BOARD POLICY REVIEW FREQUENCY:	EVERY FOUR YEARS
FREQUENCY OF BOARD EVALUATION OF CEO ACHIEVEMENT OF THE POLICY	EVERY TWO YEARS
DATE APPROVED BY BOARD OF TRUSTEES:	READY FOR NOV 18 OR DEC 3, 2026
DATE REVIEWED/REVISED:	
BOARD CHAIR'S SIGNATURE:	

BACKGROUND

The success of The Elliott Community requires effective communication between the CEO and Board of Trustees. The CEO, as the professional staff leader, will establish effective avenues and processes to ensure that effective communication channels exist. Similarly, the CEO role involves ensuring that the Board is kept informed of all matters necessary for the Board to properly exercise its purpose in governance and ensuring public trust.

POLICY PURPOSE

The purpose of this Executive Boundaries Policy (EB #II-45), Communication To and Support Of the Board of Trustees is to outline the Board's values and risk boundaries for the CEO regarding support that the Board requires to be effective in fulfilling its role and related communication between the CEO and the Board of Trustees.

THE POLICY

It is the responsibility of the CEO to keep the Board informed and supported in its work. With respect to providing information and counsel to the Board, the CEO will not permit the Board to lack the information or support needed to fulfill its responsibilities.

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FIGURE 1

Accordingly, the CEO will not:

1. Operate without developing and maintaining effective and productive working relationships and communications with the Board and all the Board Trustees.

2. Allow the Board to be without adequate information to support informed Board decisions, including relevant environmental scanning data, a representative range of internal and external points of view, a profile of significant issues or changes within the external environment which may have a bearing on any existing Board policies, along with alternatives and their respective implications.

3. Let the Board be unaware of information it requires to understand legal and media risks including anticipated adverse media coverage, the threat of pending lawsuits, and material or publicly visible external and internal changes or events, including changes in executive personnel.

    3.1 Let the Board be unaware of any internal complaints, grievances, or other conflicts which may impact the organization's performance and ability to achieve its Critical Outcomes in an ethical, equitable, and prudent manner.

    3.2 Allow the Board to be uninformed regarding resolution of material investigations under the whistleblower process.

4. Operate without advising the Board, if in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-CEO Relationship, particularly in the case of Board behaviour that is detrimental to the working relationship between the Board and the CEO.

5. Operate without ensuring that information presented to the Board is timely, accurate, complete, understandable, succinct, and inclusive. The information should be in a form that clearly differentiates between monitoring, decision-making, and general background information.

    5.1 Submit monitoring information required by the Board that is not timely, understandable, and concise, and which does not directly address the criteria of the Board's policies being monitored for CEO achievement.

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FIGURE 1

6. Allow the Board to be without a timely, secure mechanism for official Board, officer or committee communications and administrative support.

7. Deal with the Board other than as a whole except when:

    7.1 Fulfilling individual requests for clarification of information, or
    7.2 Responding to officers or committees duly charged by the Board.

8. Work with the Board in a manner that is not equitable and inclusive or that favours or privileges certain Board Trustees over others.

9. Let the Board be unaware of any actual or anticipated CEO/organization non-compliance with any Critical Outcomes or Executive Boundaries Policies, including an explanation for non-compliance, regardless of the Board's monitoring schedule.

10. Operate without submitting in a timely manner for the Board's Consent Agenda, or where deliberation is required its Required Approval Agenda:

    10.1 Matters within the CEO's delegated authority for which formal Board approval is nevertheless required by law or contract, and
    10.2 Matters outside the CEO's delegated authority for which Board approval is required by law or contract.

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BRIEFING REPORT TO THE ELLIOTT COMMUNITY BOARD OF TRUSTEES

REPORT TOPIC	**Board Code of Conduct, Confidentiality, and Conflict of Interest**
REPORT DATE	October 30, 2026
REPORT FROM	Governance and Nominating Committee Supported by Karen Fryday-Field, BScPT, MCPA, MBA, GSP Senior Consultant Meridian Edge Leadership & Governance Consulting

REPORT PURPOSE:

☒	**Board Policy Development, Review, and Approval**	☐	**Monitoring Report**
			☐ Critical Outcomes (Ends)
	☐ Critical Outcomes (Ends) Policy		☐ Executive Boundaries
	☐ Executive Boundaries Policy		
	☐ Board-CEO Relationship Policy	☐	**Careholdership Linkage Report**
	☒ **Governance Process Policy**	☐	**Incidental Report**
☐	**Board Implementation of Policy**		☐ CEO
	☐ Board-CEO Relationship Policy		☐ Board Chair
	☐ Governance Process Policy	☐	**Board Information**

BACKGROUND

The policy topic "'Board Code of Conduct, Confidentiality, and Conflict of Interest" GP #IV-04 falls under the Board's Governance Process policy quadrant/category. The purpose of this policy is to outline the Board's values and expectations related to its code of conduct, its confidentiality, and the definition, declaration, and handling of conflicts of interest.

The Elliott Community Board of Trustees does not currently have an Elliott specific legacy policy direction regarding these matters in its policy set. There is an overarching policy, provided by the City of Guelph, called the City Code of Conduct for City Council and Local Boards (May 27, 2025). It addresses some matters that are relevant for The Elliott Board of Trustees and some that are not directly relevant. The Code of Conduct, Confidentiality, and Conflict of Interest policy specific to the Elliott Board of Trustees has been prepared in alignment with the City Code of Conduct policy.

Trustees are asked to review the proposed policy, as outlined in Figure 1, in advance of the November 5, 2026, Board meeting and consider the following questions:

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- Clarity: Is the policy clear and understandable?
- Alignment: Does the policy align with The Elliott Community's Governance Philosophy and Approach Policy about how it intends to govern?
- Completeness: Is anything important missing that should be addressed in this policy?

The November 5, 2026 Board meeting will provide an opportunity for discussion and consideration of any refinements before the Board is asked to approve the policy at that meeting.

RECOMMENDED MOTION

1. Be it resolved that The Elliott Community Board of Trustees moves to approve the new Board Code of Conduct, Confidentiality, and Conflict of Interest policy, GP #IV-04 as outlined in Figure 1

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FIGURE 1

POLICY TITLE: BOARD CODE OF CONDUCT, CONFIDENTIALITY, AND CONFLICT OF INTEREST	
POLICY SECTION:	GOVERNANCE PROCESS
POLICY NO:	GP #IV-04
BOARD POLICY REVIEW FREQUENCY:	ANNUALLY
DATE APPROVED BY BOARD OF TRUSTEES:	READY FOR NOV 18 /2026
DATE REVIEWED/REVISED:	
BOARD CHAIR'S SIGNATURE:	

BACKGROUND

The Board will govern with foresight, integrity, independent judgment, and collective accountability to advance the organization's Critical Outcomes achievement and protect the trust placed in it by the City of Guelph (City), the residents/families/caregivers, and the broader community. Trustees will uphold the dignity, rights and well-being of residents and service users.

This policy applies to all Trustees and to all Non-Trustee Members of Board Committees and task forces as relevant to their roles. This policy is aligned with applicable law, the organization's governing documents, the City delegation by-law, and the City Code of Conduct for City Council and Local Boards (May 27, 2025).

POLICY PURPOSE

The purpose of this policy is to set out the guiding principles, obligations, and expectations of The Elliott Community Board of Trustees and all individual Trustees regarding their code of conduct, confidentiality, and any conflict of interest, to ensure they maintain the highest standards of trust and integrity in all aspects of carrying out their duties.

Failure to abide by this Board Code of Conduct, Confidentiality, and Conflict of Interest Policy may result in sanctions or removal from the Board of Trustees or Board committees and task forces.

THE POLICY

The Board Code of Conduct, Confidentiality, and Conflict of Interest Policy is guided by principles of competence, diligence, integrity, respect and collaboration, equity, diversity, inclusion, and justice.

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FIGURE 1

Trustees and members of Board committees and task forces must, at all times, maintain high standards of integrity, honesty and loyalty to The Elliott Community and its mandate when discharging their duties. They have a fiduciary and legal duty to act in the best interest of The Elliott Community.

1) <u>Code of Conduct</u>

Trustees will act honestly and in good faith in the best interests of the organization and its purposes (Critical Outcomes), within its public responsibilities and delegated mandate.

1.1 Unconflicted Loyalty

Accordingly, Trustees will:

- Exercise independent judgment, informed by the perspectives of residents, families, service users, the City, and other careholders in the broader community, without serving as instructed delegates of a particular constituency.
- Put their duties to the organization ahead of conflicting personal, professional, political, commercial, or other organizational interests.
  Note: City appointment does not, by itself, authorize preferential treatment or disclosure of confidential Board information.
- Respect the City's reserved authority and the organization's reporting and stewardship obligations. Where duties arising from another role may conflict, disclose the matter to the Board Chair and obtain appropriate advice rather than assume that one role overrides the other.

1.2 Board Wholeness and Proper Use of Authority

- The Board speaks through its adopted policies and decisions. No Trustee, officer or committee may direct the CEO or staff, commit organizational resources, or speak for the Board unless explicitly authorized.
- Trustees will debate openly, constructively question, and bring relevant information to the Board. Once a lawful decision is made, they will respect the Board's authority and not undermine its implementation. A Trustee may have a dissenting opinion recorded and seek reconsideration through the Board's policy and processes.
- The Board directs and assesses the CEO collectively through its Critical Outcomes, Executive Boundaries, and Board–CEO Relationship policies. Trustees will not supervise staff or publicly criticize individual staff performance. Operational concerns will be referred to the CEO; concerns about the CEO will be raised with the Board Chair for appropriate Board consideration.
- Public and social media communications will distinguish personal views from authorized Board statements and protect confidential information. Nothing in this policy limits lawful reporting, protected disclosure or the duty to question an unlawful decision.

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FIGURE 1

1.3Ethical and Responsible Conduct

Trustees will:

- Exercise the care, diligence and skill of a reasonably prudent person in comparable circumstances; prepare for and attend meetings, complete orientation and continuing Board education, and understand the governing documents, policies and obligations relevant to their role.
- Treat others with dignity, fairness and respect; welcome differing perspectives; focus on issues and evidence; and refrain from discrimination, harassment, bullying, intimidation and knowingly false or misleading statements.
- Share material governance information promptly through appropriate channels and ask for clarification when needed. Trustees will not conceal information necessary for sound Board decisions or condone unlawful or unethical conduct.
- Use their position, organizational information and opportunities only for authorized purposes. They will not seek preferential admission, care, housing, employment, contracts, referrals, or other benefits for themselves or others.

2) Conflicts of Interest

A conflict of interest exists when a Trustee's private interests, relationships or duties to another person or organization interfere, could interfere, or could reasonably appear to interfere with independent judgment or duties to this organization. A conflict of interest also exists if a Trustee or associated others could directly or indirectly achieve personal financial benefit from decisions the Trustee can influence. Conflicts may be actual, potential or perceived; financial or non-financial; direct or indirect. Disclosure does not, by itself, resolve a conflict.

Relevant interests include those of a spouse or partner, immediate family member, close associate, employer, business partner or organization in which the Trustee holds a significant interest or role. Examples include a supplier relationship, competing service, employment opportunity, City negotiation, or a decision directly affecting a relative's care.

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FIGURE 1

A connection alone is not necessarily a conflict; its nature and relevance must be assessed.

Disclosure
Trustees will disclose relevant interests in writing on appointment, annually, and promptly when circumstances change. They will also declare the nature and extent of any matter-specific conflict before receiving restricted material or participating in consideration of the matter. The Board Secretary or designate will maintain a current register.

Assessment
A Trustee who is uncertain will promptly consult the Board Chair. The remaining, unconflicted Trustees will determine the appropriate response, obtaining independent advice where needed. Concerns involving the Board Chair will go to the Vice-Chair or another unconflicted Trustee. A Trustee should raise an undeclared potential conflict concerning another Trustee, if that Trustee has not declared the matter.

Recusal
A conflicted Trustee will not receive restricted material, take part in discussion, vote or influence the matter directly or indirectly. They will leave the meeting, including any virtual meeting, during consideration. The minutes will record the declaration, its general nature, the response, absence and return. Quorum and voting will be determined under governing documents; the Board will not bypass these requirements.

Benefits and Transactions
Trustees will not solicit or accept gifts, hospitality or benefits that could influence, or reasonably appear to influence, judgment. Cash and cash equivalents are prohibited. Modest customary hospitality is permissible only where impartiality is preserved and applicable organizational and City rules allow it. Questionable offers will be disclosed to the Board Chair and declined or returned.

Related-Party Dealings
Transactions involving a Trustee or connected person must be lawful, necessary, demonstrably fair, and in the organization's interests, with independent review and applicable procurement safeguards. No Trustee may participate on both sides of a transaction. The CEO retains operational authority within Board policy; Trustee-related transactions requiring Board approval will be decided only by unconflicted Trustees.

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FIGURE 1

Employment and Persistent Conflicts
A Trustee seeking paid employment with the organization will resign and undergo a cooling off period of 12 months before applying or entering negotiations and will not use Board information or influence to obtain it. Family and associates receive no preference.

Ongoing Structural Conflicts of Interest
A continuing conflict that prevents effective service will require a change of role or resignation, subject to lawful appointment and removal processes.

3) Confidentiality and Information Stewardship

Trustees will protect information entrusted to them and use it only for authorized governance purposes. All Board information is considered confidential unless the information is discussed in a public, open meeting of the Board. Confidential information specifically includes personal and health information, personnel matters, privileged legal advice, closed-session deliberations, procurement information, commercially sensitive plans or negotiations, and confidential strategic plans that have not been lawfully made public.

Access and Disclosure
Trustees will only be provided with information needed for their duties, using aggregate or de-identified resident and service-user information. They will not request individual records out of curiosity or share confidential information with family, colleagues, appointing bodies or other third parties without lawful authority.

Openness
Public information remains public. The Board will use closed sessions only where permitted and justified, keep appropriate and clear minutes, and meet applicable public access, open-meeting and City reporting requirements. Confidentiality will not be used to conceal wrongdoing or avoid accountability.

Security
Trustees will use approved software and secure Board information and communication systems; safeguard documents and passwords; and prevent unauthorized viewing, copying or forwarding. They will not record meetings or use transcription tools without authorization and required consent. They will not enter confidential information into unapproved AI or other external services.

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FIGURE 1

Trustees will take all measures to safeguard Board and Elliott Community information, including:

- safe management and destruction of paper documents,
- safe management of electronic documents by ensuring all electronic devices (desktop computers, laptops, tablets, mobile phones) used to access Board information are password protected, and
- avoiding the use of unsecure public networks, electronic forms of communication, or the use of social media for such communication.

As part of the Board Trustee Annual Attestation, Trustees will provide attestation of compliance specific to security of The Elliott Community and Board documents.

Incidents and Records

Any suspected loss, unauthorized access, or disclosure of confidential information will be reported immediately to the Board Chair and designated privacy or security lead, or through an unconflicted alternate channel. Trustees will cooperate with containment and response. On leaving office, they will return or securely dispose of records as directed, subject to retention duties and legal holds. Confidentiality continues after Board service ends.

Lawful Reporting

This policy does not prevent disclosure required or protected by law, including reports of suspected resident abuse or neglect, disclosures to regulators or police, or obtaining independent legal advice through a lawful confidential process. Trustees will disclose only what is authorized and/or required. Internal approval must not delay a mandatory report.

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4) Accountability and Response to Breaches

Trustees and committee members will acknowledge this policy on appointment and annually. The Board will review its own compliance annually through its Governance Process monitoring, using declarations, the conflict register, minutes, Board effectiveness evaluation, and any breach findings as evidence.

Anyone may raise a concern with the Chair, or with the Vice-Chair or another unconflicted Trustee if the Chair is involved. The Board will protect good-faith reporting and participation in a review from retaliation.

FIGURE 1
Concerns will be addressed promptly, impartially and proportionately coordinated by the Board Chair and Vice Chair unless they have a direct connection to the matter. The person concerned will receive sufficient particulars and a reasonable opportunity to respond. Information will be shared only as needed for a fair process and lawful reporting. Independent investigation or advice may be obtained; anyone with a conflict will not be involved with reviewing or deciding on the matter. The Board will determine findings and any response within its authority. Responses may include advice, education, corrective commitments, censure, or changes to committee or officer assignments. Given Trustees are appointed to the Board, removal or referral to the appointing body will follow applicable law and governing documents. The Board will document its reasons and disclose outcomes only as lawfully appropriate.

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BRIEFING REPORT TO THE ELLIOTT COMMUNITY BOARD OF TRUSTEES

REPORT TOPIC	**Board Annual Strategic Agenda and Work Plan (GP #IV-15)**
REPORT DATE	October 31, 2026
REPORT FROM	Governance and Nominating Committee Supported by Karen Fryday-Field, BScPT, MCPA, MBA, GSP Senior Consultant Meridian Edge Leadership & Governance Consulting

REPORT PURPOSE:

☒	**Board Policy Development, Review, and Approval**	☐	**Monitoring Report**
			☐ Critical Outcomes (Ends)
	☐ Critical Outcomes (Ends) Policy		☐ Executive Boundaries
	☐ Executive Boundaries Policy		
	☐ Board-CEO Relationship Policy	☐	**Careholdership Linkage Report**
	☒ **Governance Process Policy**	☐	**Incidental Report**
☐	**Board Implementation of Policy**		☐ CEO
	☐ Board-CEO Relationship Policy		☐ Board Chair
	☐ Governance Process Policy	☐	**Board Information**

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BACKGROUND

For the Board to accomplish its own Board job products and impacts, consistent with The Elliott Community Governance Philosophy and Approach Policy (GP #IV-01), the Board of Trustees prepares and follows an Annual Strategic Board Agenda and Work Plan.

Although The Elliott Community Board of Trustees does not currently have a legacy policy, it does have a current practice of preparing an ongoing, rolling Board Work Plan. The key elements from prior Board Work Plans as well as the reframing of the various Board responsibilities are reflected in the proposed new template for the work plan as outlined in Appendix 1.

The purpose of this new policy is to outline the Board's values and processes for setting its own strategic and generative discussions for the year along with the Board's ongoing governance work. The Annual Strategic Agenda and Work Plan also allows the Board to track its progress throughout the year.

The proposed new policy is outlined in Figure 1 below. Trustees are asked to review the proposed policy in advance of the November 5, 2026, Board meeting and consider the following questions:

- Clarity: Is the policy clear and understandable?
- Alignment: Does the policy align with The Elliott Community's Governance Philosophy and Approach Policy about how it intends to govern?
- Completeness: Is anything important missing that should be addressed in this policy?

The November 5, 2026 Board meeting will provide an opportunity for discussion and consideration of any refinements before the Board is asked to approve the policy at that meeting.

RECOMMENDED MOTION

1. Be it resolved that The Elliott Community Board of Trustees moves to approve the new Board Annual Strategic Agenda and Work Plan Policy, GP #IV-15 as outlined in Figure 1

FIGURE 1

POLICY TITLE: BOARD ANNUAL STRATEGIC AGENDA/WORK PLAN	
POLICY SECTION:	GOVERNANCE PROCESS
POLICY NO:	GP #IV-15
BOARD POLICY REVIEW FREQUENCY:	EVERY FOUR YEARS
DATE APPROVED BY BOARD OF TRUSTEES:	READY FOR NOV 18 OR DEC 3, 2026
DATE REVIEWED/REVISED:	
BOARD CHAIR'S SIGNATURE:	

POLICY PURPOSE

This policy establishes how the Board develops, implements, and monitors its Annual Strategic Agenda/Work Plan, including strategic and generative discussions and ongoing governance responsibilities.

THE POLICY

The Board is responsible for establishing its strategic governance priorities and annual work plan. At its December meeting, the Board will discuss and approve its Strategic Agenda/Work Plan for the following calendar year, informed by the Annual Board Effectiveness Evaluation.

At approximately September each year, the Board will review progress and adjust the plan as needed.

The annual cycle ends on December 31. The plan will inform administrative planning and budgeting in support of achievement of the Board's long-term Critical Outcomes Policies.

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1) Annual Board Strategic Agenda/Work Plan Components

The Annual Strategic Agenda/Work Plan will include:

1.1 Environmental scanning to continuously inform the Board's long-term Critical Outcomes policy direction discussions.

1.1.1 Re-exploration of Critical Outcomes Policies in response to changing circumstances.

1.2 Ongoing discussions regarding strategic direction and CEO Critical Outcomes Policy Interpretation.

1.3 Board orientation, continuing education, and opportunities for informed deliberation to strengthen Board performance.

1.3.1 Education on governance and Critical Outcomes, drawing as appropriate on subject experts, staff, and other relevant sources.

1.4 Monitoring the CEO's achievement of Critical Outcomes Policies and compliance with Executive Boundaries Policies (see Board Monitoring the CEO, GP #IV-13).

1.5 Monitoring the Board's adherence to its Governance Process and Board/CEO Relationship Policies (see Board Effectiveness Evaluation, GP #IV-35).

1.6 Reviewing governing policies on a four-year cycle, considering:

- Consistency with current Elliott Community terminology and the Board's values, including equity, diversity, inclusion, and justice, as appropriate;
- Relevant developments in policy-driven governance, leading governance practices, and sector trends; and
- Significant policy issues and principles identified since the previous review.

1.7 Reviewing and discussing with required approvals related to the annual budget cycle.

1.8 Conducting the Annual CEO Performance Evaluation using evidence from regular monitoring, in accordance with Board policy.

1.9 Reviewing the external audit report, approving the prior year's audited financial statements, and determining any necessary Board action.

1.10 Considering Board recruitment, nominations, and succession planning.

1.11 Using a Consent Agenda for routine matters, such as committee monitoring reports, Board mentorship reports, and Board minutes.

1.12 Using a Required Approvals Agenda for matters delegated to the CEO that require Board approval under an external authority. The Board will address these items promptly.

2) Tracking Board Progress on Its Annual Strategic Agenda/Work Plan

The Annual Strategic Agenda/Work Plan will provide Board Members with a clear overview of planned activities and progress. It will be updated throughout the year to support timely adjustments.

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FIGURE 1

3) Preparing Board Meeting Agendas from the Annual Strategic Agenda/Work Plan

Board meeting agendas will reflect the Board's annual priorities and Annual Strategic Agenda/Work Plan. Board Members may propose agenda topics to the Board Chair, directly or through the CEO. The Board Chair and CEO will assess proposed Board agenda topics for relevance, priority, available time, and suitability for Board consideration.

A Notice of Motion also enables a Board Member to bring a matter forward at the next Board meeting.

4) Issue Identification Process for External Requests to Add a Topic to the Board's Strategic Agenda/Work Plan

Requests from external parties to add Board agenda topics will first be reviewed by the Board Chair and CEO to assess their relevance to:

(a) Resident, family, and caregiver outcomes;
(b) Organizational values and risk;
(c) The Board's governance practices; or
(d) The Board's relationship with and delegation to the CEO.

Relevant matters will be brought to the Board to determine:

(a) Their priority;
(b) Their connection to the Annual Strategic Agenda/Work Plan;
(c) The appropriate timing; and
(d) The meeting agenda on which they should appear.

Appendix 1 – Annual Board Strategic Agenda/Work Plan Template

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Appendix 1 - Annual Board Strategic Agenda/Work Plan Template

TIMEFRAME:						
BOARD POLICY DEVELOPMENT/ENHANCEMENT/REVIEW /APPROVAL AND BOARD IMPLEMENTATION					BOARD MONITORING THE CEO AGENDA	
CRITICAL OUTCOMES POLICIES	**EXECUTIVE BOUNDARIES POLICIES**	**GOVERNANCE PROCESS POLICIES (Board Implements)**	**BOARD/CEO RELATIONSHIP POLICIES (Board Implements)**	**BOARD LINKAGE AGENDA**	**MONITORING CEO ACHIEVEMENT OF CRITICAL OUTCOMES POLICIES (Board Implements)**	**MONITORING CEO ACHIEVEMENT OF EXECUTIVE BOUNDARIES POLICIES (Board Implements)**
STRATEGIC OUTCOMES ENVIRONMENTAL SCANNING • ENVIRONMENTAL SCANNING TO INFORM CRITICAL OUTCOMES (ENDS) • CRITICAL OUTCOMES POLICY DEVELOPMENT OR REVIEW •	REGULAR POLICY REVIEW • SPECIAL POLICY REVIEW • NEW POLICY DEVELOPMENT •	REGULAR POLICY REVIEW • SPECIAL POLICY REVIEW • NEW POLICY DEVELOPMENT • POLICY IMPLEMENTATION • BOARD ORIENTATION /CONTINUING EDUCATION • BOARD MONITORING OF BOARD POLICY ACHIEVEMENT OF ITS POLICIES • COMMITTEE REPORTS •	REGULAR POLICY REVIEW • SPECIAL POLICY REVIEW • NEW POLICY DEVELOPMENT • POLICY IMPLEMENTATION •	BOARD PERPETUAL LINKAGE PLAN REPORTS	REGULAR CEO CRITICAL OUTCOMES (Ends) MONITORING REPORT • ACHIEVEMENT & COMPLIANCE •	REGULAR CEO EXECUTIVE BOUNDARIES MONITORING REPORTS
OTHER GENERATIVE BOARD DISCUSSION TOPICS:						

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MINUTES OF OPEN BOARD MEETING

BOARD OF TRUSTEES MEETING

THURSDAY, OCTOBER 1, 2026

ZOOM

Board: Kathy Wilkie (Chair), Lise Betteridge (Vice-Chair), Ted Sehl (Secretary/Treasurer), David Kennedy, Justine Garner, Joanne Hohenadel, Thomas Hunter, Kim Wilson, Katherine Hauser

Staff: Michelle Karker (CEO), Martin Ruaux (Chief of Resident Care Services and Administrator), Tanya Watton (Chief of HR and Community Services), Julie Spindler (Executive Assistant / Board Liaison)

Guests: Danna Evans – General Manager Culture and Recreation, Karen Fryday-Field - Meridian Edge Consulting

Regrets: Naeem Mir, Lisa Woolley, A. Van Leeuwen

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1. WELCOME AND CALL TO ORDER

K. Wilkie called the meeting to order at 6:01 pm.

1.1 Disclosure of Pecuniary Interests

There were no disclosures of pecuniary interest.

1.2 Approval of the Agenda

Moved by K. Hauser, seconded by J. Garner that the October 1, 2026 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.

The CEO provided a territorial acknowledgement.

2. BOARD GOVERNANCE AND POLICY DEVELOPMENT – K. Fryday-Field

2.1 New Governance Policies for Approval

2.1.1 Proposed Refreshed Board Policy Manual TOC

Karen Fryday-Field presented the proposed refreshed Board Policy Manual Table of Contents to the Board. The Table of Contents serves as a working framework and roadmap, evolving as additional policy needs are identified. Legacy provisions will be reviewed, with relevant content retained and superseded provisions progressively rescinded to avoid duplication or conflict.

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Moved by D. Kennedy, seconded by T. Sehl that The Elliott Community Board of Trustees moves to approve the following with regard to the Board Policy Manual and its Table of Contents:

1. ***That the Board agrees that the refreshed Board Policy Manual Table of Contents as outlined in Figure 1 will serve as the working framework and developmental roadmap for the refreshed Board of Trustees Policy Manual;***
2. ***That the Board agrees to rescind legacy policies which have been approved and relevant parts have been incorporated, reassigned, or consolidated into other policies or have been deemed no longer relevant. The rescinding will be done by direct motion of the Board; and***
3. ***That the Board understands and agrees that the timing and sequencing of policy development will generally be aligned with the Board governance development plan, and the Board and staff capacity to consider the many components of governance development. CARRIED.***

2.1.2 Board of Trustees Role Description – Governance Process Policy (GP #IV-05) and Individual Board Trustee Role Description – Governance Process Policy (GP #IV-06)

Karen Fryday-Field presented the two new Governance Process policies to the Board, and distinguished the Board's collective authority from individual Trustee responsibilities. The Board's role includes setting informed policy direction, overseeing CEO and organizational performance, and engaging with stakeholders to inform its decisions, within the legal framework established by the Governance Philosophy and Approach Policy.

Individual Trustee responsibilities include duties of care, loyalty, knowledge and obedience, along with preparation, attendance, collaborative participation, ambassadorship, respectful conduct, social responsibility and evaluation. In response to a Trustee's question about confidentiality, K. Fryday-Field confirmed that public disclosure and disclosure required by law would be addressed in the Code of Conduct, Confidentiality and Conflict of Interest Policy scheduled for November, with the role description revised if needed.

Moved by K. Hauser, seconded by K. Wilson that The Elliott Community Board of Trustees moves to approve the draft Board of Trustees Role Description Policy (GP #IV-05) as a Governance Process Policy. CARRIED.

Moved by L. Betteridge, seconded by J. Hohendadel that The Elliott Community Board of Trustees moves to approve the draft Individual Board Trustee Role Description Policy (GP #IV-06) as a Governance Process Policy. CARRIED.

Moved by T. Hunter, seconded by D. Kennedy that The Elliott Community Board of Trustees moves to rescind the Board Governance Policy (1-2014) (as struck by black lines), [recognizing that remaining components of this policy not referred to in the new policies be considered for inclusion in additional refreshed policies in the near term]. CARRIED.

Moved by L. Betteridge, seconded by J. Garner that The Elliott Community Board of Trustees moves to rescind the relevant parts of the Performance Expectations Policy (1-2020) [recognizing that remaining components not referred to in the new policies, approved today, will be considered for inclusion in additional refreshed policies in the near term]. CARRIED.

Moved by K. Wilson, seconded by J. Garner that The Elliott Community Board of Trustees moves to rescind the sentence "Serves as Chair of the Risk Management and Quality Committee" which is under the section on Vice Chair in the legacy Board Governance Policy (1-2014) – see Appendix 3. CARRIED.

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2.1.3 Accountability of the CEO – Board-CEO Relationship Policy (BCR #III-07)

Karen Fryday-Field presented the Accountability of the CEO Policy to the Board and reviewed the CEO's accountability as the Board's sole employee and link to organizational performance. All other employees remain accountable to the CEO. Board direction to the CEO is given collectively through motions; discussion or suggestions do not constitute direction.

Moved by K. Hauser, seconded by T. Hunter that The Elliott Community Board of Trustees moves to approve the new draft Accountability of the CEO Policy, BCR #III-07, as presented in Figure 1 as current and relevant. CARRIED.

2.1.4 Delegation to the CEO – Board-CEO Relationship Policy (BCR #III-05)

Karen Fryday-Field presented the Delegation to the CEO Policy to the Board. A minor typo was noted and will be corrected: Board of Directors s/b Board of Trustees. She reviewed the Board's delegation to the CEO through written policies, Board motions, the CEO position description, Critical Outcomes interpretations, and ongoing monitoring. Within the Board's Critical Outcomes and Executive Boundaries, the CEO has authority over staff and operational decisions.

Executive Boundaries would define limits on the CEO's choice of strategies and methods. The CEO would provide concise written interpretations identifying measurable expectations and rationale, with the Board assessing their reasonableness and evidence of achievement or compliance rather than approving operational approaches.

In response to a question from a Trustee, K. Fryday-Field clarified that advice from the Board may inform the CEO, while binding direction requires a Board motion or policy amendment. Material changes would be reported to the Board.

The Chair noted that CEO Critical Outcomes interpretations and Critical Outcomes and Executive Boundaries monitoring reports should consolidate information currently spread across multiple CEO and staff reports. K. Fryday-Field agreed to recirculate examples. A reference to "Board of Directors" would be corrected to "Board of Trustees."

Moved by J. Hohenadel, seconded by T. Hunter that The Elliott Community Board of Trustees moves to approve the revised draft Board Delegation to the CEO Policy, BCR #III-05, as amended and as presented in Figure 1 as current and relevant. CARRIED.

Moved by L. Betteridge, seconded by K. Wilson that The Elliott Community Board of Trustees moves to rescind the relevant sections of the legacy Delegation to the CEO Policy, 1-2021, in Figure 2. CARRIED.

Moved by D. Kennedy, seconded by T. Sehl that The Elliott Community Board of Trustees moves to the rescind the relevant section on Delegation to the CEO in legacy Policy 1-2014, in Figure 3 as crossed off and highlighted in yellow. CARRIED.

Karen Fryday-Field left the meeting at 7:02 pm.

3. CONSENT AGENDA (OPEN)

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Items on the Consent Agenda included the Minutes of the September 10, 2026 Open Meeting of the Board of Trustees, the Corporate Affairs Committee Highlights September 23, 2026 and the Governance and Nominating Committee Highlights September 21, 2026.
T. Sehl advised that items discussed at the Corporate Affairs Committee meeting on September 23, 2026 are included in the closed meeting agenda.

K. Wilkie advised that the Governance and Nominating Committee reviewed four governance policies at its September 21, 2026 meeting and presented them this evening for the Board's approval.

Moved by L. Betteridge, seconded by J. Hohenadel that items noted on the Consent Agenda for the open meeting held on October 1, 2026 be approved. CARRIED.

4. NEW BUSINESS – OPEN MEETING

4.1 CEO's Report October 2026

M. Karker presented the monthly CEO Report to the Board.

Moved by J. Garner, seconded by K. Hauser that the CEO's Report for October 2026 be accepted. CARRIED.

5. CORRESPONDENCE FOR INFORMATION

5.1 GW OHT ICC Meeting Key Messages June 2026

Received for information. The Board discussed how it stays engaged and involved in this system work. M. Karker explained that much current work focused on primary care, with limited direct organizational impact to date; however, it's important to be at the table and consider how it could impact our critical outcomes. Also, staff had benefited from equity-related training and education that would have been difficult to provide independently.

6. UPCOMING MEETINGS

As noted on the Agenda. The next board meeting will be virtual.

7. ADJOURNMENT – OPEN MEETING AND AUTHORITY TO MOVE INTO CLOSED MEETING

Having no other business raised, it was moved by T. Sehl, seconded by J. Garner that the Board of Trustees open meeting adjourn at 7:15 pm and now hold a meeting that is closed to the public, pursuant to the Municipal Act, Section 239 (j). CARRIED.

Request from Danna Evans to the Board to participate in the closed meetings going forward. The Board and CEO supported this request.

8. MOTIONS FROM CLOSED MEETING FOR APPROVAL

Moved by K. Hauser, seconded by J. Garner that the October 1, 2026 closed meeting Board Agenda be approved. CARRIED.

Moved by J. Hohenadel, seconded by T. Hunter that the items noted on the Consent Agenda for the closed meeting held on October 1, 2026 (Minutes of the September 10, 2026 Closed Meeting of the

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Board of Trustees, the ELT Strategic Report October 2026, and the KPI Dashboard Q2 2026) be approved. CARRIED.

Moved by T. Sehl, seconded by D. Kennedy that the Financial Position Reports July 2026 be approved. CARRIED.

Moved by L. Betteridge, seconded by T. Sehl that the Risk Management Report Q2 2026 be accepted. CARRIED.

Moved by J. Garner, seconded by D. Kennedy that the Board authorizes the CEO and staff to continue exploring and assessing options related to the future direction and long-term sustainability of The Elliott Community, including further analysis, consultation, and consideration of viable alternatives as appropriate. CARRIED.

9. CHAIR'S ANNOUNCEMENTS & ADJOURNMENT

Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 8:49 pm. CARRIED.

Respectfully Submitted,

Julie Spindler
Executive Assistant
October 2, 2026

Approved by Motion of the Board of Trustees,

Kathy Wilkie
Chair, Board of Trustees
November 5, 2026

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Staff Report

TO: **Board of Trustees**

DATE: **November 5, 2026**

SUBJECT: **CEO's Report – November 2026**

RECOMMENDATION

That the report titled "CEO's Report – November 2026" 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

- Butterfly Transformation: As reported verbally at the October 1st Board of Trustees meeting, Butterfly Accreditation of Long-Term Care has been rescheduled to November 23rd and 24th. Meaningful Care Matters will be on site to assess all areas of Retirement services on October 26 and 27th. This assessment will support the development of a Person-Centred Care model and plan for supportive and assisted living. We have achieved all milestones related to our upcoming Butterfly Accreditation.
- The annual Resident Experience Survey was launched on September 17th and will remain open for eight weeks.
- The new Spiritual Care and Culture Coordinator introduced live guitar and piano music into spiritual care programming, creating dynamic, inclusive, and emotionally engaging opportunities for connection.
- Nine recreation placement students from Sheridan College, the University of Guelph, and John F. Ross CVI joined the team, bringing fresh energy and hands-on support to expand resident activities while building community partnerships.
- The Elliott hosted its inaugural Many Cultures, One Community celebration on September 21, fostering inclusion and belonging by honoring the diverse cultural backgrounds of residents, staff, and volunteers.

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- Fund-a-Need proceeds from recent donor contributions will fund the purchase of new mechanical lifts for Retirement Living, directly improving resident physical safety, comfort, and care delivery.

Bring out the best in everyone

- The Elliott Community successfully participated in the Canada Summer Jobs program, employing four summer participants supported by $22,764 in government grant funding.
- In partnership with Humber College and the provincial PSW Learn & Earn Program, a current Food Service Worker is receiving paid training and on-site experience to transition into a Personal Support Worker role.
- Operational preparations are complete to welcome seven Conestoga College PSW students for clinical placements in Long Term Care starting November 2nd, reinforcing workforce development pipelines.
- Two long-standing volunteers were nominated for the 2027 Ontario Volunteer Service Awards in recognition of five years of dedicated service to enhancing resident life.

Create community partnerships with purpose

- Long-Term Care Community Engagement Day was hosted on September 18, offering local leaders and stakeholders immersive tours and panel discussions showcasing The Elliott's emotion-based Butterfly Approach to care.
- The Elliott Community cohosted the inaugural Aging Well Showcase on September 26 alongside Hall Communications, Jordan Brown, and Hear Right Canada, convening over 35 vendors and eight speakers to position the organization as a central community hub for older adults in Guelph and Wellington County.
- Sales and outreach presence was expanded across the region through active participation in both the Lion's Club Healthy Aging Show and the Aging Well Showcase, broadening brand visibility with prospective residents and families.

Focus on financial sustainability

- The Elliott Community presented at the 100 Men Who Give a Damn event in September and was selected as the grant recipient, securing $6,861.70 in designated funding for Retirement Living mechanical lifts.
- Preparations are underway for An Evening with The Elliott Community, a private donor-hosted event bringing together over 35 prospective philanthropists and community leaders to cultivate strategic, long-term donor relationships.

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Staff Report

- The annual Great Harvest fundraiser was hosted on October 4th, combining a silent auction, 50/50 draw, and Fund-a-Need giving to generate critical flexible revenue for resident programs and services.
- A dedicated Retirement Living Engagement Coordinator joined the team to strengthen sales pipeline execution, accelerate lead conversion, and stabilize occupancy levels across Retirement Living.
- Year-to-date August results for 2026 were presented to the Corporate Affairs Committee on October 27th. LTC has a $982,262 surplus, which is $137,161 more than budget. The main driver of this positive variance relates to a one-time Dementia grant recognized in 2026, higher accommodation fees offset by higher wages and benefits due to the budget shortfall in the direct care budget. It is expected that this surplus will diminish throughout the remainder of the year.
- Several higher-priority unbudgeted capital infrastructure requirements have emerged in 2026 that require immediate attention. This has required staff to reprioritize their planned capital investment for 2026, giving way to higher-priority items. These items include the following in the Elliott building: main fire panel, the modernization of the two main elevators, and a required electrical feed for HVAC equipment. These items listed above have an estimated cost of $1,070,431 and have been approved by the Board of Trustees and City Council through the Committee of Management.
- The operating and capital budgets for 2027 were presented to the Corporate Affairs Committee on October 27th. Given the deficit, the need for positive cash from operations and the significant capital needs of The Elliott Community as a whole, the Committee has directed staff to make the necessary changes to the budget in order to eliminate the projected deficit for 2027. Staff have begun to identify what further changes can be made.

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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 was approved and recommended by: Michelle Karker, Chief Executive Officer

Date: October 23, 2026
To: GW OHT Integrated Care Council
From: Emmi Perkins, Director of Transformation
Subject: **GW OHT Integrated Care Council Key Messages – October 14, 2026**

Key Messages

The following are the Key Messages from the Guelph Wellington OHT (GW OHT) Integrated Care Council (ICC) meeting on October 14, 2026. **Please share broadly with your staff, clinicians, boards, and partners.**

1. **New Integrated Care Council** – Members of the ICC are excited to welcome Dr. Duncan Bull, governance representative from East Wellington Family Health Team and Mary Rae, PFAC representative from Minto Mapleton Family Health Team.
2. **Celebrations of Radical Collaboration –** At each ICC meeting, members are invited to share examples of radical collaboration amongst partners.
   a) Creating Healthier Communities – In June, researchers, students, and community organizations met to advance partnerships between the University of Guelph and Guelph Wellington health and social partners. The event was hosted by Toward Common Ground in partnership with the University of Guelph's Community Engaged Scholarship Institute and Research Innovation Office, the Guelph Wellington Ontario Health Team, and Guelph Community Health Centre. Many partnerships and collaboration opportunities were identified/strengthened to advance health and well-being across Guelph-Wellington.
   b) HART Hub Partner Op-ed – HART Hub partners recently shared an opinion piece in the Guelph Today discussing their shared work and goals. The article highlights the compassion, collaboration, and partnerships within this work. Read more here: https://www.guelphtoday.com/local-news/opinion-were-all-in-this-together-12863472
   c) Homecoming collaboration – The city of Guelph faced an unprecedented University Homecoming celebration. University of Guelph, City of Guelph Police and Paramedic services and Guelph General Hospital acted quickly to jointly respond to the incident and continue to work together in planning for future homecoming events.
3. **Indigenous Image Use –** The GW OHT recently partnered with Indigenous Artists to obtain indigenous artwork for use across OHT assets like posters and website. Through these partnerships GW OHT used Indigenous Protocols for the Visual Arts. If you would like to learn more about these protocols and best practices, please email EDI Coordinator Christine Platt (cplatt@cmhaww.ca).
4. **Indigenous Advisory Circle –** In lieu of our September ICC meeting, partners met for an orientation to the Indigenous Advisory Circle (IAC) at the Gathering circle at the Wellington County Museum and Archives. During this orientation we learned about the IAC structure and purpose. Partners also made collective commitments to implement a Two-Eyed Seeing guided principle framework to work together, combining community knowledge, shared accountability, adaptability, and respectful collaboration to strengthen relationships, enhance decision-making, and advance better health outcomes for Indigenous Peoples now and for future generations. Core partners can submit a request form to the IAC to seek advice, guidance, feedback and/or recommendations on policy, strategy, priorities, and more. Read a

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summary about the IAC and access the request form here: https://guelphwellingtonoht.com/equity-resources/#Indigenous

5. **GW OHT Partner Health and Well Being Summit: Enabling a Health Creating Community –** The Integrated Care Council shared support for planning events to update the community on the health system and to engage the community in how residents of Guelph Wellington can be supported to be producers of their own health and wellbeing. Initial plans are to host one event in the City of Guelph and one in the County in March 2027. ICC members interested in sitting on the steering committee to assist in the planning of this event, please reach out to Emmi.

6. **Ontario Health atHome Visit to GW OHT IPCT Home Care Program –** The 2-year 'GW OHT IPCT Home Care Program'/Leading Practice was launched in January 2025 to advance the "GW OHT Integrated Patient Care Team (IPCT)" model – a model that brings primary care and home care providers together as part of an integrated care team that collectively meet the needs of rostered patients who have home care needs. The Leading Practice is concluding in January 2027.
Provincial and local evaluation of the GW OHT Home Care Program is currently underway. Early results suggest that the Leading Practice model has had a positive impact on patient outcomes and experience as well as provider outcomes. The 'GW OHT Home Care Program' is one of four Leading Practice Home Care Modernization programs deemed successful during the two-year period.
GW OHT and OH atH partners are working to support seamless transition of Guelph Wellington OHT Home Care Program patients back to OH atH by January 27, 2027. Key enablers and learnings of the IPCT Program will be adopted as part of the transition phase of this work. Additionally, these key enablers and features of the 'GW OHT Home Care Program" will be adopted as part of local spread and scale of the GW OHT IPCT model and as part of provincial home care transformation efforts.

7. **IPCT Expansion Funding Update and New Call for Proposal –** GW OHT Primary Care Partners updated the ICC on the work to support all residents of Guelph Wellington to have access to interdisciplinary, team-based primary care. With funding from the 2026-2027 IPCT Expansion Funding, we have reached 71.8% of our target with 11 months remaining within this funding period. While implementation continues to reach our targets, the Government of Ontario released a new call for proposals for 2027-2028 IPCT expansion funding. The Primary Care Network is developing a proposal and implementation plan for this funding and will submit it on November 20th.

8. **Exploring Future Funding Scenarios –** GW OHT ICC members engaged in a discussion regarding potential OHT funding scenarios and approaches for sustaining cross-organizational collaborative leadership and governance (as enablers of integrated care). Ontario Health Teams are funded until March of 2027 with no future funding confirmation timelines. ICC members explored multiple potential funding scenarios to identify system risks and which GW OHT activities to prioritize.

9. **Aligning Strategic Priorities and Planning Processes –** 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). A summary of consultants used by OHT partners for strategic planning has been developed to support potential alignment of planning processes.
On December 8th, the GW OHT is hosting a joint governance planning session facilitated by Jodeme Goldhar. The session is intended to both provide an understanding of the role of collaborative governance as an enabler of integrated care **and** create a space where partner organizations can identify

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opportunities to align strategic priority setting processes. All core partners are invited to participate, email Hannah.bolton@guelphwellingtonoht.com for more details or to RSVP.

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)

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Date: October 9, 2026
Topic: GW OHT Collaborative Governance Joint Planning
From: Kristin Kerr & Denise Jupp, GW OHT Integrated Care Council Co-Chairs

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Hello Guelph Wellington OHT Integrated Care Council Executives and Governors,

In fall / winter 2025, GW OHT partners organizations were invited to undertake activities to align strategic planning processes as a next step on our journey towards collaborative governance. As a first step, we have mapped strategic planning cycles across GW OHT partners:

East Wellington FHT	2025
Guelph FHT	2026
Minto Mapleton FHT	2026
Amplify Care	2026
Stepping Stone	2026
Thresholds	2026
Stonehenge Therapeutic Community	2026
Traverse Independence	**2027**
Wellington Dufferin Guelph Public Health	**2027**
Wyndham House	**2027**
CMHA WW	**2027**
Groves Memorial Community Hospital	**2027**
North Wellington Health Care	**2027**
The Elliott Community	**2027**
Mount Forest FHT	2028
Family and Children's Services of Guelph and Wellington County	2028
Guelph CHC	2029
St. Joseph's Health Centre Guelph	2029
Upper Grand FHT	2029
Guelph General Hospital	2029
Homewood Health Centre	TBD
Guelph Wellington Paramedic Services	TBD
Ontario Health atHome	TBD
University of Guelph	TBD

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To support board engagement and a shared understanding of collaborative governance across partner organizations and to create a space for potential alignment of strategic planning cycle activities a "Joint Strategy Co-Design Workshop" is going to be held each year. While the workshop is targeted towards partner organizations that are entering a strategic planning process in the year ahead, all partner organization representatives are welcome to attend.

This year's event is being facilitated by Jodeme Goldhar from 4C Impact (click here for more information).

Summary of GW OHT Pratner Strategic Planning Consultants

Organization	Consultant Name	Specialty	Contact Information
Amplify Strategic Consulting	Eve Nadler		https://www.amplifyinc.ca/ amy@amplifyinc.ca
Collective Results		Strategic planning, dashboard development, KPI development.	hello@collectiveresults.ca https://collectiveresults.ca/
Do/Able Consulting	Kris Cummings		https://doable.ca/ kris@doable.ca
KPMG/Staffing Project			kpmg.com/gr/en/services/advisory/
Little Dynamo		Engagement of complex population	info@dynamoconsultants.ca www.dynamoconsultants.ca/
Management Advisory Service (MAS)	Vida Vaitonis	Consulting for non-profits	info@masadvise.org www.masadvise.org/team/vida-vaitonis/
Overlap Associates			www.overlapassociates.com/
Rebecca Sutherns	Rebecca Sutherns		https://rebeccasutherns.com/ rebecca@rebeccasutherns.com
The Desk Consulting Group Inc.	Ethan Jerry Mings	Healthcare (mental health and community sector)	https://thedesk.ca Jerry@thedesk.ca
Yellow Door Solutions	Erin Landry-Baker	Experience working with Ontario Health Teams and strategic plans	erin@yellowdoorsolutions.com www.yellowdoorsolutions.ca/

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Date: December 8th, 2025
Location: Victoria Park East Golf, 1096 Victoria Rd. South, Puslinch, Ontario N0B 2J0

Time: 5:30-8:00pm - **Dinner will be served**
NOTE: Please extend this invitation to your full Board of Directors, senior leaders and strategic planners (consultants or internal staff who are supporting this work).

RSVP: Hannah Bolton (hannah.bolton@guelphwellingtonoht.com) by November 26, 2026

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