



NOTICE OF OPEN BOARD OF TRUSTEES MEETING

THURSDAY, NOVEMBER 6, 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 WORKPLAN 2025 Attach 2

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

- 3.1 Approval of the Previous Minutes – October 2, 2025 Attach 3
- 3.2 Attendance Report Attach 4
- 3.3 Corporate Affairs Committee Report October 29, 2025 (D. Kennedy) Attach 5

4. NEW BUSINESS – OPEN MEETING

- 4.1 CEO's Report November 2025 (M. Karker) (*Motion*) Attach 6
- 4.2 2026 Long-Term Care Budget – for approval (M. Karker, A. Van Leeuwen) (*Motion*) Attach 7

5. CORRESPONDENCE FOR INFORMATION (*Motion*)

- 5.1 GW OHT Integrated Care Council Meeting Key Messages October 9, 2025 Attach 8

6. UPCOMING MEETINGS

Board of Trustees – November 14th (Fall Retreat), December 4th
Corporate Affairs – November 20th
Governance and Nominating – December 10th

7. ADJOURNMENT – OPEN MEETING

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

9. CHAIR'S ANNOUNCEMENTS & ADJOURNMENT

Board of Trustees Annual Workplan 2025 - next update November 6/25

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]



MINUTES OF BOARD OF TRUSTEES MEETING

THURSDAY, OCTOBER 2, 2025

G. ELLIOTT BOARDROOM

Board: Kathy Wilkie (Chair), Peter Barrow, 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 Ruauux (Chief of Resident Care Services and Administrator), Julie Spindler (Executive Assistant / Board Liaison)

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

1. WELCOME AND CALL TO ORDER

K. Wilkie called the meeting to order at 5:55 pm. Welcome to Katherine Hauser, Mayor's Designate, and Karen Fryday-Field from Meridian Edge Consulting. Round table introductions were made.

1.1 Disclosure

There were no disclosures of pecuniary interest.

1.2 Approval of the Agenda

Moved by N. Mir, seconded by L. Woolley that the October 2, 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. GOVERNANCE FUNDAMENTALS FOR BOARD MEMBERS

Karen Fryday-Field delivered the presentation to the Board.

3. BOARD WORKPLAN 2025

K. Wilkie referred to the current Board Workplan and asked for comment. No changes or updates were suggested.

Moved by J. Garner, seconded by P. Barrow, that the Board Workplan presented on October 2, 2025 be approved. CARRIED.

4. CONSENT AGENDA

Two items were identified for further discussion:

4.2 Corporate Affairs Committee September 24, 2025

D. Kennedy advised regulatory reports were reviewed, and a financial presentation, "Retrospective Financial Review," was heard from A. Van Leeuwen, who is providing interim financial support. The Financial Reports for July 2025 and Preliminary 2026 2027 Budget was shared by M. Karker and D.

McCollum. The final proposed Budget will be presented to the Committee at their next meeting on October 29th and to the Board on November 2nd then to City Council for final approval.

4.3 Governance and Nominating Committee October 1, 2025

K. Wilkie noted the Board evaluation survey results. L. Betteridge highlighted the results. Further discussion on recommendation #3, "Defining transparent processes for CEO performance evaluation and succession planning," with all agreeing on its importance as an area of focus. Board education is a renewed focus of this Committee.

Moved by P. Barrow, seconded by L. Betteridge, that the recommendations noted in the October 2, 2025 Briefing Report Board and Individual Effectiveness Self-Evaluation Survey 2025 – Results and Recommendations, be accepted. CARRIED.

Moved by T. Hunter, seconded by D. Kennedy that items noted on the Consent Agenda for the open meeting held on October 2, 2025 be approved (verbal report for item 4.2 Corporate Affairs Committee). CARRIED.

5. NEW BUSINESS – OPEN MEETING

5.1 CEO's Report October 2025

M. Karker presented the monthly report to the Board.

Moved by T. Hunter, seconded by J. Hohenadel, that the CEO's Report for October 2025 be accepted. CARRIED.

6. CORRESPONDENCE FOR INFORMATION

6.1 GW OHT Integrated Care Council Meeting Key Messages September 2025

Received for information.

7. UPCOMING MEETINGS

As noted on the agenda.

8. ADJOURNMENT – OPEN MEETING

Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 7:37 pm. CARRIED.

9. MOTIONS FROM CLOSED MEETING

Moved by D. Kennedy, seconded by L. Betteridge that the October 2, 2025 closed meeting Board Agenda be approved. CARRIED.

Moved by L. Woolley, seconded by J. Garner that items noted on the Consent Agenda for the closed meeting held on October 2, 2025 be approved. CARRIED.

Moved by K. Hauser, seconded by J. Hohenadel that the Executive Leadership Team Strategic Report October 2025 be accepted. CARRIED.

Moved by T. Sehl, seconded by T. Hunter that the Board of Trustees Monthly Financial Reports for July 2025 be accepted. CARRIED.

10. CHAIR'S ANNOUNCEMENTS & ADJOURNMENT

Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 8:06 pm. CARRIED.

Respectfully Submitted,

Approved by Motion of the Board of Trustees,

Julie Spindler
Executive Assistant
October 3, 2025

Kathy Wilkie
Chair, Board of Trustees
November 6, 2025

APRIO ATTENDANCE REPORTING October 1 - 30, 2025

Name	Date	Meeting	Status
Barrow, Peter	Oct,2/25	Board of Trustees Open Meeting	Confirmed
Barrow, Peter	Oct,1/25	Governance and Nominating Committee	Confirmed
Barrow, Peter	Oct,2/25	Board of Trustees Closed Meeting	Declined
Betteridge, Lise	Oct,2/25	Board of Trustees Open Meeting	Confirmed
Betteridge, Lise	Oct,1/25	Governance and Nominating Committee	Confirmed
Betteridge, Lise	Oct,2/25	Board of Trustees Closed Meeting	Confirmed
Garner, Justine	Oct,2/25	Board of Trustees Open Meeting	Present (in person)
Garner, Justine	Oct,2/25	Board of Trustees Closed Meeting	Present (in person)
Garner, Justine	Oct,29/25	Corporate Affairs Committee	Present (remotely)
Hauser, Katherine	Oct,2/25	Board of Trustees Open Meeting	Present (in person)
Hauser, Katherine	Oct,1/25	Governance and Nominating Committee	Requested
Hauser, Katherine	Oct,2/25	Board of Trustees Closed Meeting	Present (in person)
Hohenadel, Joanne	Oct,2/25	Board of Trustees Open Meeting	Confirmed
Hohenadel, Joanne	Oct,1/25	Governance and Nominating Committee	Confirmed
Hohenadel, Joanne	Oct,2/25	Board of Trustees Closed Meeting	Confirmed
Hunter, Thomas	Oct,2/25	Board of Trustees Open Meeting	Confirmed
Hunter, Thomas	Oct,2/25	Board of Trustees Closed Meeting	Confirmed
Hunter, Thomas	Oct,29/25	Corporate Affairs Committee	Confirmed
Karker, Michelle	Oct,2/25	Board of Trustees Open Meeting	Confirmed
Karker, Michelle	Oct,1/25	Governance and Nominating Committee	Confirmed
Karker, Michelle	Oct,2/25	Board of Trustees Closed Meeting	Confirmed
Karker, Michelle	Oct,29/25	Corporate Affairs Committee	Present (remotely)
Kennedy, David	Oct,2/25	Board of Trustees Open Meeting	Present (in person)
Kennedy, David	Oct,2/25	Board of Trustees Closed Meeting	Present (in person)
Kennedy, David	Oct,29/25	Corporate Affairs Committee	Confirmed
Mir, Naeem	Oct,2/25	Board of Trustees Open Meeting	Present (in person)
Mir, Naeem	Oct,2/25	Board of Trustees Closed Meeting	Present (in person)
Mir, Naeem	Oct,29/25	Corporate Affairs Committee	Confirmed
Moisan, Theresa	Oct,2/25	Board of Trustees Open Meeting	Requested
Moisan, Theresa	Oct,2/25	Board of Trustees Closed Meeting	Requested
Moisan, Theresa	Oct,29/25	Corporate Affairs Committee	Requested
Ruau, Martin	Oct,2/25	Board of Trustees Open Meeting	Present (in person)
Ruau, Martin	Oct,2/25	Board of Trustees Closed Meeting	Present (in person)
Ruau, Martin	Oct,29/25	Corporate Affairs Committee	Excused
Sehl, Ted	Oct,2/25	Board of Trustees Open Meeting	Present (in person)
Sehl, Ted	Oct,2/25	Board of Trustees Closed Meeting	Present (in person)

Sehl, Ted	Oct,29/25	Corporate Affairs Committee	Present (remotely)
Van Leeuwen, Al	Oct,29/25	Corporate Affairs Committee	Present (remotely)
Watton, Tanya	Oct,2/25	Board of Trustees Open Meeting	Present (in person)
Watton, Tanya	Oct,2/25	Board of Trustees Closed Meeting	Present (in person)
Watton, Tanya	Oct,29/25	Corporate Affairs Committee	Requested
Wilkie, Kathy	Oct,2/25	Board of Trustees Open Meeting	Confirmed
Wilkie, Kathy	Oct,1/25	Governance and Nominating Committee	Confirmed
Wilkie, Kathy	Oct,2/25	Board of Trustees Closed Meeting	Confirmed
Wilkie, Kathy	Oct,29/25	Corporate Affairs Committee	Confirmed
Woolley, Lisa	Oct,2/25	Board of Trustees Open Meeting	Confirmed
Woolley, Lisa	Oct,2/25	Board of Trustees Closed Meeting	Confirmed
Woolley, Lisa	Oct,29/25	Corporate Affairs Committee	Declined

Board Report Committee Highlights



TO: Board of Trustees, Consent Agenda

DATE: November 6, 2025

SUBJECT: Corporate Affairs Committee October 29, 2025 Highlights

RECOMMENDATION

That the report presented by the Chair of the Corporate Affairs Committee for the meeting held on October 29, 2025, be received for information.

BACKGROUND

Highlights are presented by the Chairs of the following Committees of the Elliott Board of Trustees: Corporate Affairs, and Governance and Nominating. Topic 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 October 29, 2025. The Committee approved the Consent Agenda and the minutes of the meeting held September 24th, 2025.

The Committee then moved In-Camera. The Committee reviewed Closed Minutes of the meeting held September 24, 2025.

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

1. A presentation and discussion of the 2026 Consolidated Operating and Capital Budgets.

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

Under New Business, the Committee received a presentation from staff pertaining to the LTC Operating and Capital Budgets for 2026 and 2027.

The Committee also reviewed the Corporate Affairs Committee Workplan.

The next meeting of the Committee is November 20, 2025

Board Report Committee Highlights



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

Staff Report



TO: Board of Trustees
DATE: November 6, 2025
SUBJECT: CEO's Report – November 2025

RECOMMENDATION

That the report titled "CEO's Report – November 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. In November 2025, we will launch 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. Over the last month, painting has continued on the second floor, with completion scheduled for November 7, 2025. Training of 165 team members is planned to begin in January 2026. We remain on target for Accreditation in the fall of 2026.

Bring out the best in everyone

- The Volunteer Program remains strong and active; 13 new volunteers are being onboarded this fall. This expansion has enabled the General Store to operate daily (most mornings and afternoons), enhancing resident services.

Staff Report



- Following the abrupt dissolution of our previous vendor, MiCharity, the fundraising platform was successfully transitioned to CanadaHelps to meet immediate needs. We are currently exploring new, dedicated platform solutions (estimated investment: \$5K–\$12K) to secure a more robust long term digital fundraising presence.

Create community partnerships with purpose

- The Great Harvest event was successfully produced as a significant profile-raising and community engagement initiative. The successful execution showcased the home in an exceptionally positive light, strengthening vital connections with local community leaders, donors, and neighbours. More critically, the event delivered on its core purpose by increasing our organization's profile within the community. We extend our sincere gratitude to the dignitaries and Board members for their visible attendance, which honoured the occasion and significantly amplified our message and reach.
- The annual Boo Bash on October 25th was a remarkable success, serving as a high-value intergenerational event that significantly boosted community feeling. The strong engagement across residents, their families, and staff reinforces the home's commitment to providing a rich, connected, and supportive living environment.
- The partnership with Guelph Lawn Bowling continues to be successful, with residents participating in twice-weekly sessions and enjoying monthly learn to bowl sessions. Resident feedback for this initiative is excellent.
- On Wednesday, October 15th, we hosted a highly successful community event in partnership with Hear Right Canada, The Lions Club, and Hall Communications. The event featured 30 vendors, drew over 250 guests, and resulted in strong on-site sales, with The Hub Café selling 70+ lunches. We received overwhelmingly positive feedback from all stakeholders and have already been approached to host the event again next year. Strategically, the event was a major win for the Sales team, driving excellent engagement with several Life Lease and Independent Retirement waitlisters. The attendance of local official Dominique O'Rourke also raised the event's overall community profile.

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.

Report Author: Michelle Karker, CEO

2026 LTC BUDGET PROPOSAL

		2025 Budget \$	2025 Forecast \$	2026 Budget \$	YoY	2027 Budget \$	YoY
<u>REVENUE</u>	Accommodation						
	Long Term Care	3,297,602	3,286,276	3,340,715	1.7%	3,407,528	2.0%
	Government Funding						
	Provincial - MLTC Funding	10,554,303	10,575,439	10,642,865	0.6%	10,848,381	1.9%
	City of Guelph - LTC Operations	2,078,455	2,078,457	2,113,789	1.7%	2,149,724	1.7%
		12,632,758	12,653,896	12,756,654	0.8%	12,998,105	1.9%
	Other Revenue:						
	Amort. of Defd Contributions	657,574	483,080	545,916	13.0%	595,031	9.0%
	Other Revenue	146,261	281,358	171,620	-39.0%	175,958	2.5%
		803,835	764,438	717,536	-6.1%	770,989	7.4%
Total Revenue		16,734,195	16,704,610	16,814,905	0.7%	17,176,622	2.2%
<u>EXPENSES</u>	Operating Costs	15,379,434	15,645,344	15,212,072	-2.8%	15,594,813	2.5%
	Amortization of capital assets and	972,686	919,702	990,692	7.7%	1,080,062	9.0%
Total Expenses		16,352,120	16,565,046	16,202,764	-2.2%	16,674,875	2.9%
SURPLUS / (DEFICIT)		382,075	139,564	612,141		501,747	

CONTEXT & PLANNING ASSUMPTIONS

- In September 2023, a 4-year operating budget (including capital) with additional 6 year capital budget, as required by The City of Guelph was approved by The Elliott Board of Trustees. The budgets for the fiscal years 2024 to 2027 is referred to as the MYP (multi-year plan)
- 2025 budget provided for informational purposes only
- All assumptions for 2026 remained the same as the original budget approved in the Multi-Year Plan
- Planning assumptions for 2026 were reviewed and confirmed in June 2025 by Corporate Affairs Committee

Planning Assumptions	2025 Budget	2026 Budget	2027 Budget	Comments
<u>LTC</u>	-	-	-	-
LTC # residents	114	114	114	114 beds
LTC Occupancy	97%	97%	97%	Ministry minimum
LTC - Co-pay rate change y-o-y	2.1%	2%	2%	Set by MLTC, based on prior-year CPI, capped at 2.5%
LTC - Provincial funding change y-o-y	2.1%	2%	2%	Set by MLTC
City of Guelph - base funding y-o-y	-11%	1.7%	1.7%	1.7% annually provided as a planning guide from City for 2024-27 Budget

CAPITAL PLAN

COMMENTARY

- 2026 capital plan was revised for timing of projects deferred or brought forward into 2025

LTC CAPITAL RESERVE CONTINUITY

- Assumed consistent funding level from City of Guelph for LTC; annual increase at 3% for inflation

LTC	2025 Budget	2025 Forecast	2026 Budget	2027 Budget
Opening Balance	\$ 978,730	\$ 978,730	\$1,375,381	\$1,339,555
City of Guelph Funding per MYP	\$ 866,091	\$ 866,091	\$ 892,074	\$ 918,836
Purchases using Capital Reserve	(\$469,440)	(\$469,440)	(\$927,900)	(\$947,000)
Closing Balance	\$1,375,381	\$1,375,381	\$1,339,555	\$1,311,391

CITY OF GUELPH FUNDING

- 2024-2027 Multi-Year Budget for LTC was approved November 29, 2023 by City Council
- 2024 included a one-time ask of \$285,574 above planning amount to assist with operational costs related to bed expansion
- 2025 operational funding from the City reduced back to planning amount for 2024-2027
- City funding proposed for 2026 is the same as the amount approved in the 2024-2027 multi-year plan
- On April 1st 2025, City staff were directed to update the 2026 operating and capital budget such that there was no more than a 2.5% impact to property taxes, asking local boards to participate as well
- 2026 budget falls within the parameters required by the City of Guelph to achieve the Mayoral Direction

	2023	2024	Y-o-Y %	2025	Y-o-Y %	2026	Y-o-Y %	2027	Y-o-Y %
LTC operational funding	2,009,552	2,329,126	15.9%	2,078,455	-10.8%	2,113,789	1.7%	2,149,724	1.7%
Capital funding	816,374	840,865	3.0%	866,091	3.0%	892,074	3.0%	918,836	3.0%
Total funding request	2,825,926	3,169,991	12.2%	2,944,546	-7.1%	3,005,863	2.1%	3,068,560	2.1%



2026 Budget Review
Board Of Trustees Meeting
Open Session
November 6, 2025

2026 LTC BUDGET PROPOSAL

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Date: October 9, 2025
To: GW OHT Integrated Care Council
From: Emmi Perkins, Director of Transformation
Subject: **GW OHT Integrated Care Council Key Messages – October 8, 2025**

Key Messages

The following are the Key Messages from the Guelph Wellington OHT (GW OHT) Integrated Care Council (ICC) meeting on October 8, 2025. They can be shared as appropriate with your staff, clinicians, boards, and partners.

1. **New Integrated Care Council Co-Chair** – The GW OHT is pleased to welcome Kristin Kerr, CEO of Stonehenge Therapeutic Community, as the new Executive Co-Chair of the Integrated Care Council. We extend our sincere thanks to Hilary Blackett, Executive Director of the Upper Grand Family Health Team for her dedicated leadership over the past two years.
2. **September Community Collaborative** – On the 24th we hosted our September 2025 Community collaborative with over 100 partners in attendance to hear about social prescribing/medicine in a keynote presentation by Dr. Andrew Boozary. This topic relates to the GW OHT priority area for People Centered Health and Equity and led to great generative discussion. Thank you to all who were able to attend!
3. **IPCT Leading Practice Update** – The 7 Leading Practice did not receive \$300,000 of anticipated funding to support project/change management for the program. Recent communications from Ontario Health confirmed flexibility within the direct service funding to supplement project/change management.
4. **IPCT Leading Project CHRIS Update** – Each Leading Practice was directed to develop a new instance of CHRIS to support each project. This was a significant amount of work and resulted in an instance of CHRIS with limitations in functionality. As a result, the provincial direction is now to have OHTs and Health Service Providers who deliver home care to use the provincial instances of the CHRIS platform. GW OHT has offered to work with OH@H to inform this new direction.
5. **Primary Care Expansion Funding Call for Proposals** – The province recently announced the next call for proposals for Interdisciplinary Primary Care Team (IPCT) Primary Care expansion funding. GW OHT has been invited to submit one proposal. Primary Care partners from across the OHT are meeting to develop our proposal for submission on November 14.
6. **GW OHT Performance Dashboard** – The dashboard is now available to ICC Executives on-line via a password protected webpage. The dashboard includes the provincial OHT performance metrics as well as other key strategic priority measures reflecting the health of the population of Guelph Wellington.
7. **Collaborative Governance Discussion** – The ICC received recommendations that emerged from last month's meeting with Jodeme Goldhar about collaborative governance as one means to support integrated care. Informed by the themes of last month's discussions, the ICC discussed ways in which partner organizations might advance collaborative governance through strategic planning processes. A briefing

note will be developed to support GW OHT partner boards to consider and contribute to emerging directions.

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)