



NOTICE OF OPEN BOARD OF TRUSTEES MEETING

THURSDAY, OCTOBER 2, 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 Attach 1
- 1.3 CEO's Statement of Compliance and Territorial Acknowledgment

2. GOVERNANCE FUNDAMENTALS FOR BOARD MEMBERS (Karen Fryday-Field)

3. BOARD WORKPLAN 2025 Attach 2

4. CONSENT AGENDA (OPEN)

- 4.1 Approval of the Previous Minutes – September 4, 2025 Attach 3
- 4.2 Corporate Affairs Committee Report September 24, 2025 (D. Kennedy) Attach 4
- 4.3 Governance and Nominating October 1, 2025 (K. Wilkie) Attach 5

5. NEW BUSINESS – OPEN MEETING

- 5.1 CEO's Report October 2025 (M. Karker) Attach 6

6. CORRESPONDENCE FOR INFORMATION

- 6.1 GW OHT Integrated Care Council Meeting Key Messages September 12, 2025 Attach 7

7. UPCOMING MEETINGS

Board of Trustees – Nov 6th / Corporate Affairs – Oct 29th / Governance and Nominating – Dec 10th

8. ADJOURNMENT – OPEN MEETING

9. MOTION(S) FROM CLOSED MEETING FOR APPROVAL

10. CHAIR'S ANNOUNCEMENTS & ADJOURNMENT

11. CLOSED MEETING BOARD MEMBERS ONLY

Board of Trustees Annual Workplan 2025 - next update October 2/25

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, SEPTEMBER 4, 2025

ZOOM

Board:	Kathy Wilkie (Chair), Peter Barrow, Lise Betteridge, David Kennedy, Thomas Hunter, Justine Garner, Ted Sehl, Lisa Woolley
Staff:	Michelle Karker (CEO), Tanya Watton (Chief of HR and Community Services), Julie Spindler (Executive Assistant / Board Liaison)
Guest:	Danna Evans (General Manager Culture and Recreation)
Regrets:	Naeem Mir, Joanne Hohenadel

1. WELCOME AND CALL TO ORDER

K. Wilkie called the meeting to order at 6:00 pm. Thanks were extended to P. Barrow for his work as Board Chair, and acknowledged were the staff present, including M. Karker, T. Watton, and J. Spindler. Good governance and measuring impact – K. Wilkie's north star!

A warm welcome was extended to Ted Sehl, the newest Board Member appointed by Guelph City Council on June 24th. Round table introductions were held.

1.1 Disclosure

There were no disclosures of pecuniary interest.

1.2 Approval of the Agenda

Moved by P. Barrow, seconded by L. Betteridge that the September 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 and that all payroll-related statements of account are in good standing.

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

2. BOARD WORKPLAN 2025

K. Wilkie referred to the current Board Workplan and asked for comment. No updates were recommended. A reminder, suggestions can be communicated too when you complete the post-meeting evaluation.

Moved by L. Betteridge, seconded by D. Kennedy, that the Board Workplan presented on September 4, 2025 be approved. CARRIED.

3. CONSENT AGENDA

Moved by T. Hunter, seconded by J. Garner that items noted on the Consent Agenda for the open meeting held on September 4, 2025 be approved (no report for item 3.2 Corporate Affairs Committee). CARRIED.

4. NEW BUSINESS – OPEN MEETING

4.1 CEO's Report September 2025

M. Karker presented the monthly report to the Board. The Transforming Together campaign was discussed further, and support from the Board was encouraged. How TEC exceeds 4 hours of care was also discussed — how did we achieve this and can we sustain it? Recruitment is key; innovative scheduling, benefits, and wages have made some progress. Being a non-unionized organization gives us the ability to be nimble. We are looking to cultivate longevity in recruitment. HR is very embedded in the workforce here; there is a spirit of appreciation and equality. It's worked every single day. A quarter of our staff have been here for 20 or more years.

Fundraising and the role of Board was suggested as a generative discussion – what's an appropriate role for the Board?

Moved by D. Kennedy, seconded by L. Betteridge, that the CEO's Report for September 2025 be accepted. CARRIED.

5. CORRESPONDENCE FOR INFORMATION

5.1 GW OHT Integrated Care Council Meeting Key Messages June 2025

Received for information.

5.2 In The News – Ontario narrowly misses target of 4 hours direct care

Received for information.

5.3 The Elliott LTC Residence Report 2025 – Q2 to COM

Received for information.

6. UPCOMING MEETINGS

As noted on the agenda. In-person vs virtual meetings were discussed.

L. Woolley joined the meeting at this point.

M. Karker noted enhanced technology would require a significant investment to make the Boardroom more efficient for hybrid meetings.

There was a general consensus for an in-person meeting again in October and a couple in the Spring (April/May or May/June), with the other meetings held virtually.

A suggestion was made to consider holding the Board social in May instead of June and the Board Meeting/AGM in June. K. Wilkie and M. Karker to consider the implications of changing the workplan.

7. ADJOURNMENT – OPEN MEETING

Having no other business raised, it was moved by K. Wilkie that the Board of Trustees open meeting adjourn at 6:52 pm. CARRIED.

8. MOTIONS FROM CLOSED MEETING

Moved by D. Kennedy, seconded by T. Sehl that the September 4, 2025 closed meeting Board Agenda be approved. CARRIED.

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

Moved by J. Garner, seconded by T. Hunter that the 2025 – 2027 Strategic Scorecard Q2 2025 be approved. CARRIED.

Moved by L. Woolley, seconded by L. Betteridge that the Executive Team Strategic Report for September 2025 be accepted. CARRIED.

Moved by D. Kennedy, seconded by L. Woolley that the Board of Trustees Monthly Financial Report for July 2025 be accepted. 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 7:27 pm. CARRIED.

Respectfully Submitted,

Approved by Motion of the Board of Trustees,

Julie Spindler
Executive Assistant
September 5, 2025

Kathy Wilkie
Chair, Board of Trustees
October 2, 2025

10. CLOSED MEETING BOARD MEMBERS ONLY

Minutes taken by K. Wilkie, Board Chair.

BRIEFING REPORT

To: Board of Trustees
From: Kathy Wilkie, Chair and Lise Betteridge, Vice-Chair
Date: October 2, 2025
Re: Board and Individual Effectiveness Self-Evaluation Survey 2025 – Results and Recommendations

Recommendation/Action Required:

That the Governance and Nominating Committee, based on its review of the results of the Board and Individual Effectiveness Self-Evaluation Survey, make recommendations to the Board of Trustees that would strengthen the Board's strategic focus, enhance Trustee governance development, broaden Board diversity and formalize CEO performance oversight processes.

Background:

The Elliott's revised Board and Individual Effectiveness Self-Evaluation Survey was circulated to the Board of Trustees in June 2025. Eight Board Trustees responded to the survey by the June 20, 2025 deadline date – a response rate of 88.9%. The raw data from the survey was shared with Kathy Wilkie and Lise Betteridge, whose analysis identified the following:

Strengths:

- **Board Culture & Relationships:** Trustees report a professional, respectful, and collaborative culture. The Board values diverse perspectives and Trustees work well together.
- **Ethical Standards:** Trustees are confident that individuals on the Board act in the organization's best interests, avoid conflicts of interest, and follow governance policies.
- **Board Operations:** Meetings are generally well-structured, with agendas focused on issues that fall within the role of the Board; materials support the Board in its role, and the Chair facilitates meetings effectively.
- **Committees:** The number and structure of committees are seen as appropriate; most Trustees agree that terms of reference are reviewed, and committee work plans align with Board objectives.
- **Individual Commitment:** Trustees prepare for and attend meetings, contribute actively, respect Board decisions, and demonstrate a strong sense of responsibility.

Areas for Development and Improvement:

- **Diversity & Representation:** While age and gender diversity are noted as strengths, results indicate that more representation from visible minorities and people with different abilities is needed. Skills diversity could also be broadened.
- **Education & Development:** Trustees suggested that there is limited ongoing education for the Board and indicated that they would like to see more Board education on relevant topics (e.g., governance, performance measurement, the retirement and long-term care environments).
- **Strategic Focus:** Some Trustees feel that the Board should spend more time on strategy and future-oriented issues rather than immediate operations.
- **CEO Performance Oversight:** There were mixed responses about monitoring CEO performance and succession planning, suggesting that processes may be unclear and inconsistent.
- **Committee Development:** New committee members may not always receive sufficient orientation, and self-evaluations of committees are inconsistent.

Overall Recommendations:

The survey results suggest that the areas the Board wants to focus on in the coming year are:

1. Receiving ongoing governance training and education.
2. Strengthening Board governance by developing clearer, risk-based policies within a more complete governance approach and framework.
3. Defining transparent processes for CEO performance evaluation and succession planning.
4. Dedicating time for long-term planning, environmental scanning, and generative discussions.
5. Understanding Performance Measurement and developing a framework of objectives and metrics to support evidence-based decision-making and monitor CEO/organization achievement of Strategic Outcomes/impact.
6. Enhancing Board recruitment to strengthen representation from underrepresented/equity-deserving groups and expanding the Board's skill set in specific areas.

Staff Report



TO: Board of Trustees
DATE: October 2, 2025
SUBJECT: CEO's Report – October 2025

RECOMMENDATION

That the report titled "CEO's Report – October 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, with the official launch scheduled for October 8, 2025.
- Healthcare Excellence Canada 'Sparking Change' Award: We are proud to share that The Elliott Community has received the Healthcare Excellence Canada "Sparking Change" Award for our work on the Appropriate Use of Antipsychotics. This recognition underscores our ongoing dedication to resident safety and quality improvement and includes a \$5,000 bursary to further support education.
- 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. In addition, our clinical leadership team has been invited to share our success at the RNAO Symposium on October 1, 2025.
- Transition to inter-RAI: Starting October 1, 2025, we will switch from the Resident Assessment Instrument – Minimum Data Set (RAI-MDS 2.0) to the inter-Resident Assessment Instrument (inter-RAI). This change reflects the province-wide phase-out of the older tool. The inter-RAI simplifies coding by reducing the number of required fields, allows for near real-time data submission, and includes updated best practices. These assessments are essential for measuring resident needs, abilities, and quality of life, and also support the Ministry of Long-Term Care's data collection and funding processes.

Staff Report



Bring out the best in everyone

- Our new DEI education program, Culture Connect, is now underway. The program aims to promote inclusion, equity, and diversity by highlighting topics relevant to our staff and residents. We involve community members directly in the creation and approval of all content to ensure it is authentic, respectful, and representative of their perspectives. Our first publication, which featured information on Sikh culture, was well-received. Our current publication focuses on the Indigenous peoples of Ontario, continuing our commitment to fostering a more inclusive and understanding environment.
- We are pleased to report on a successful partnership with the Centre for Learning, Research and Innovation in Long-Term Care (CLRI). This collaboration generated a generous staff honorarium, which we used to purchase custom Elliott sweaters for our staff. This initiative served as a token of appreciation for their dedication and hard work and was very well received.

Create community partnerships with purpose

- We've successfully expanded our collaboration with Students Supporting Seniors, a group from the University of Guelph. While their involvement was previously limited to providing annual Christmas gifts and cards, we're thrilled that 30–40 students now visit our home on a monthly basis. This initiative has significantly enhanced resident engagement and fostered wonderful intergenerational connections.

The students' first monthly visit in September was a Games Month event, which was a huge hit with our residents. Looking ahead, they'll be back in October for a pumpkin carving and decorating activity, bringing more festive fun to our community.

- This month, we had the pleasure of hosting the Alzheimer's Society's Annual General Meeting. We were delighted to receive incredibly positive feedback and gratitude from the Society, which conveyed their thanks for a well-organized and coordinated event. We were able to provide the necessary space, parking, food, and IT resources to ensure the event's success. This collaboration further highlights our commitment to being a key partner in our community's efforts to support seniors and their families.
- We are excited to share that we have been named the Guelph Today Readers' Favourite for Retirement Living. This esteemed award reflects the high regard our community has for our services and home. The recognition was part of a community-driven voting process, where Guelph Today readers nominated and chose their favourite local businesses and organizations. This achievement highlights our team's strong dedication and commitment to delivering outstanding care and a lively living environment for our residents.

Staff Report



Focus on financial sustainability

- The audit of the final disbursements for 29-bed expansion was completed and submitted in Q2. We received a small reconciling payment of \$29,061 for the Development Grant.
- The Ministry collected \$12,426 in interest from the grants and funding received.
- The City of Guelph has waived a \$16,635 extra payment of principal due to a difference between the aggregate construction funding received by The Elliott and the amount that was applied in partial repayment of the Revolving Credit Facility prior to conversion to a Term Loan. Refer to Attachment 1.

Report Author: Michelle Karker, CEO

Attachment 1: Correspondence from the City, September 15/25
Final provincial disbursements for 29-bed expansion project

September 15, 2025

Sent via email to tmoisan@elliottcommunity.org

Theresa Moisan
Chief of Finance & Operational Services
The Elliott Community
170 Metcalfe Street
Guelph, ON N1E 4Y3

Dear Ms. Moisan,

RE: Final provincial disbursements for 29-bed expansion project

Thank you for providing the City of Guelph with a copy of the Final Statement of Disbursements that you received the Ministry of Long-Term Care (Ministry) related to capital funding for The Elliott's 29-bed expansion project.

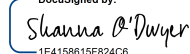
As you noted, section 6.5(a) of the Loan Agreement dated March 1, 2024, between The Elliott and the City of Guelph requires that provincial construction funding received from the Ministry for the project will be applied in partial repayment of the outstanding Loan Funds when received.

Due to the timing of receipt of the Final Statement of Disbursements (May 2025) and the conversion of the Revolving Credit Facility under the Loan Agreement to a 25-year fixed Term loan (February 2025), there is a \$16,635 difference between the aggregate construction funding received by The Elliott and the amount that was applied in partial repayment of the Revolving Credit Facility prior to conversion to a Term Loan.

Given this amount, it would be administratively burdensome to apply the \$16,635 as an extra payment of principal and update the fixed term loan amortization schedule and monthly payment amounts. This letter is to formally acknowledge that the City of Guelph waives the requirement in section 6.5(a) of the Loan Agreement to apply the additional \$16,635 to the outstanding Loan Funds.

We trust this correspondence will provide the necessary documentation to ensure all records remain in order.

Sincerely,

DocuSigned by:

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Shanna O'Dwyer, General Manager, Finance – City Treasurer and Chief Financial Officer
City of Guelph

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Date: September 12, 2025
To: GW OHT Integrated Care Council
From: Emmi Perkins, Director of Transformation
Subject: **GW OHT Integrated Care Council Key Messages – September 10, 2025**

Key Messages

The following are the Key Messages from the Guelph Wellington OHT (GW OHT) Integrated Care Council (ICC) meeting on September 10, 2025. They can be shared as appropriate with your staff, clinicians, boards, and partners.

1. **New Integrated Care Council Members** – The GW OHT Integrated Care Council is happy to welcome two new governance representatives, David Elloway (Groves Memorial Community Hospital) and Danial Sirivar from (CMHA WW). The ICC also welcomed Natalie Orr, interim Executive Director at the Mount Forest Family Health Team.
2. **Celebrations of Radical Collaboration** – At each ICC meeting, members are invited to share examples of radical collaboration amongst partners.
 - Guelph General Hospital & Guelph Community Health Centre – Teams from both organizations have met to build relationships and develop strategies to support transitions between hospital and community services for persons with complex mental health & addiction needs.
 - Guelph General Hospital (GGH) and Wellington Health Care Alliance (WHCA) new Hospital Information System (HIS) – Our local hospitals are currently in the process of attaining a new HIS system as the current shared program is anticipated to be phased out. The selection process includes evaluating potential partnerships to join an existing instance of a HIS system. The hospitals are meeting with partners to understand the desired functionality and interconnectedness for different sectors across our system towards a longer-term vision to streamline and integrate care by improving information sharing between partner organizations.
 - Collaborative Leadership and Governance video – Celebrating our vision for collaborative governance and leadership in preparation of the discussion at ICC. View all eight celebratory videos [here](#).
3. **Call for New Integrated Care Council Executive Co-Chair** – Hilary Blackett has served as co-chair for an extended 2-year term through the structural transition of the GW OHT Steering Committee to the current Integrated Care Council. Hilary invited core partner executives to advance any questions about the role and/or their interest in serving as the ICC executive co-chair for the next year-long term to Hilary or Emmi.
4. **Evolving the GW OHT Patient Family Caregiver Advisory Council (PFAC)** – The GW OHT is restructuring the PFAC to support broader engagement with partner PFACs and to position the GW OHT PFAC as a group of patient advisors that can be engaged about practical issues facing partner organizations, be more intentional and effective, and better understand patient advisor priorities across partner organization in our

community. Partners are encouraged to bring projects or issues benefitting from input from patient advisors to the GW OHT PFAC.

5. **IPCT Leading Practice Update** – The IPCT Home Care Programs is not yet on track to achieve the projected annual patient volume. Changes to hospital discharge and consent processes are occurring this month and are expected to support increased volumes.

Each of the 6 GW OHT IPCTs are holding in-person events this month to reflect on the first 6 months of the program and to identify both challenges and opportunities to deepen the integration of the primary and home care functions at each site.

Each of the 7 Leading Practices were advised that they will not receive \$300,000 of anticipated funding to support project/change management. St. Joseph's Health Centre Guelph has contributed funding to address a portion of this gap. GW OHT budgets have been adjusted to address the remaining amount.

6. **GW Home Care System Planning Table** – The current 'IPCT Home Care Executive Group' will transition to a 'Home Care System Planning Table' to support better coordination of the various home care programs operating in our community and to identify opportunities to optimize existing (and future) home care resources.

7. **Ontario Health Transfer Payment Agreement (TPA) Deliverables** – Last month the GW OHT received our TPA from Ontario Health. GW OHT staff are working through the agreement to ensure alignment between the annual work plan and budget (established/approved in March 2025) and the required deliverables described in the TPA. The three OH priorities are:

- primary care enablement - integrated clinical priorities - OHT capacity building

The priorities will be measured against a new, provincially standardized set of OHT Performance Metrics.

The TPA also includes new ineligible funding areas including efforts towards incorporation and funding local programs not aligned with provincial priority directions.

8. **Collaborative Governance Discussion** – The ICC welcomed Jodeme Goldhar to support a discussion about collaborative governance as a lever to advance integrated care. The need for a deeper dive into this topic was identified earlier this year when the ICC revised its Collaborative Decision-Making Arrangement which raised questions about collaborative governance - what it is and how it aligns with the accountabilities and fiduciary obligations of health service provider executives and governors. ICC members engaged in break out discussions exploring how collaborative governance (including organizational strategic planning processes, alignment of strategic priorities across partner organizations, performance expectations for each organizations CEO/ED etc.) might enable our shared responsibility for the health of the population of Guelph Wellington?

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)