Rideau Community Health Services
Your Community Health Centre

Board of Directors Meeting Minutes

Tuesday, March 31, 2026
4:30pm – 6:30pm via Zoom

Present:	Sandra Shaw (Board Chair), Juli Heney (Vice Chair), Irv Mazurkiewicz (Treasurer), Dorothy Thomson, Jackie Lord, Bridget Bygrave, Michele Bellows (CEO/Ex-Officio), Anne Caron (Director of Corporate Services), Corey Turnbull (Director of Integrated Care), Kristian Gundersen (Executive Assistant/Recorder)
Guests:	Wendy Andison (Complex Care Nurse), Kristin Laforges (Manager, Primary Care Services)
Regrets:	Sharon O'Hara (Secretary)
Absent:	Stefany Kawka, Christopher Cummings, Sandy Mark

	Agenda Items	Discussion
1.	**Welcome & Land Acknowledgment**	Sandra Shaw, Chair, called the meeting to order at 4:30pm and confirmed that quorum was met and that notice for the meeting was provided on Tuesday, March 24th, 2026. She welcomed all in attendance and provided a land acknowledgement.
2.	**Approval of Agenda**	The agenda was circulated in advance for review and was approved as presented. **Motion:** That the RCHS Board agenda for March 31, 2026 be approved as presented. **Moved by:** Irv Mazurkiewicz **Seconded by:** Juli Heney **Carried.**

3.	**Education Session**	**Topic**: Community Nursing
		Presenter: Wendy Andison, Complex Care Nurse
		
		• W. Andison provided an overview of the Community Nursing role, funded through the Ministry of Children, Community, and Social Services (MCCSS), supporting individuals with complex medical and developmental needs in both group homes and the broader community.
		• Highlights included:
		  ○ Emphasis on outreach-based care, meeting clients in their own environments to reduce barriers to access and improve health outcomes.
		  ○ Services include support to group homes, day programs, primary care clinics, and collaboration with families and community partners.
		  ○ Active involvement in community initiatives such as wellness clinics, food programs, and mobile outreach to address food insecurity and social isolation.
		  ○ Focus on advocacy and empowerment, encouraging clients to engage in their care and addressing social determinants of health.
		  ○ Model highlights the importance of integrated, community-based care to improve inclusion, health, and overall wellbeing.
		
		The Board thanked W. Andison for her informative presentation.

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4.	**Declaration of Conflict of Interest**	None declared. Board members were reminded that as per GOV 80 – Conflict of Interest, a conflict can be noted at any time during or after the meeting if identified.
5.	**Consent Agenda**	5.1 Board Minutes – January 27, 2026 5.2 Executive Committee Minutes – March 10, 2026 i. CEO Performance Evaluation Timelines 5.3 Finance & Audit Committee Minutes - February 26, 2026 i. GOV 301 Appointment of Auditors (no changes) 5.4 Governance & Nominating Committee Minutes – March 3, 2026 i. GOV 31- CEO Performance Evaluation (revised) ii. GOV 35 –Board and Staff Interaction Guidelines (revised) 5.5 Board Chair Report – March 2026 **Motion**: That the consent agenda and items contained therein be approved as presented. **Moved by**: Irv Mazurkiewicz **Seconded by**: Dorothy Thomson **Carried**.
6.	**CEO Report**	Michele Bellows, Chief Executive Officer, directed members to her written CEO report included in the meeting package and provided highlights. • The funding proposal submitted under the Ontario government's Primary Care Action Plan for expanded Interprofessional Primary Care Teams (IPCT) is pending announcement of successful recipients. Details will be shared with the Board when available. • The Capital Project team continues work with the architect to complete a high-level site design to support costing as required for the business case.
7.	**Business Requiring Decision of Board**	7.1 Q3 Financial Statements 2025-2026 Irv Mazurkiewicz, Chair, Finance & Audit Committee directed members to the financial statements included in the meeting package. It was reported that the Finance & Audit Committee met on February 26, 2026 to review and recommend Board approval of the financial statements for the period ending December 31, 2025 (Q3). **Motion**: The Board approves the Q3 Financial Statements for the period ending December 31, 2025, as recommended by the Finance & Audit Committee. **Moved by**: Irv Mazurkiewicz **Carried**. ****See Secretary's Note #1 below regarding approval of the 2026-2027 Multi-Sectoral Service Accountability Agreement for 2026-2027.*** 7.2 Strategic Plan 2026-2031 S. Shaw, Chair, referred members to the final draft of the 2026–2031 Strategic Plan, which had been circulated in advance of the meeting. It was noted that a preliminary draft was presented to the Board in January, following which a

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		Strategic Planning Sub-Committee—comprised of volunteer Board members and the Senior Leadership Team—met on March 3, 2026, to further refine the strategic priorities, objectives, and associated key performance indicators. The revised draft was subsequently reviewed by the Executive Committee on March 10, 2026, which recommended the plan for Board approval following minor revisions. It was further noted that the development of the plan included extensive engagement with staff, leadership, Board members, partners, clients, and community members, including a broad community survey. A motion was brought forward to approve the Strategic Plan for 2026–2031 as recommended by the Executive Committee. Discussion ensued where members provided feedback regarding the accessibility and readability of the document for a general audience, including suggestions to simplify certain language where possible. In response, it was noted that while efforts can be made to simplify language, it is important not to lose the subtleties of the content. It was also confirmed that accessible formats and supports can be provided upon request in line with AODA requirements. The Board agreed that these considerations would be addressed through the development of a supporting communications approach for circulation to the community, as well as minor grammatical revisions. Following discussion, the Board approved the Strategic Plan for 2026–2031. **Motion**: The Board approves the Strategic Plan for 2026-2031 as recommended by the Executive Committee with the understanding that a simplified version will be prepared for external publication. **Moved by**: Sandra Shaw **Carried**. ***See Secretary's Note #2 below regarding the recission of the above motion to approve the 2026-2031 Strategic Plan.*** 7.3 Accreditation Program Recommendation M. Bellows, CEO, referred members to the briefing note outlining recommendations for the organization's accreditation program, as included in the meeting package. Board discussions over the past 12 months have identified challenges with the current arrangement with the Canadian Centre for Accreditation (CCA), including limited return on investment. It was noted that accreditation is not a requirement for the organization. The Board approved a revised approach to accreditation, as recommended by the Executive Committee, extending the cycle to every 6–8 years (from the current 4-year cycle), or aligned with any major updates to accreditation standards. It was further approved that fees to CCA will be incurred only in the year leading up to accreditation and the year of accreditation. **Motion**: The Board approves the accreditation program recommendations as outlined and recommended by the Executive Committee. **Moved by:** Irv Mazurkiewicz **Carried**.

	Agenda Items	Discussion
		In response to a question regarding how the Board will be informed of significant changes to accreditation standards, it was agreed that this will be monitored through the CEO's work plan, with an annual check-in to report on any updates or required actions. **Action**: K. Gundersen will add an item to the Board's annual work plan. 7.4 Approval of Board Candidates for 2026-2027 J. Lord, Vice Chair of the Governance & Nominating Committee, provided an overview of the 2026–2027 Board recruitment process. Recruitment ads were posted on February 1, 2026, with applications closing on March 1, 2026. A total of seven applications were received, with four candidates shortlisted and interviewed on March 12, 2026. The Selection Sub-Committee, comprised of Sharon O'Hara, Michele Bellows, Stefany Kawka, and Jackie Lord, led the recruitment process, including candidate interviews and reference checks. Following this process, the Governance & Nominating Committee approved, via email motion on March 20, 2026, the recommendation to appoint Robin Garnett and Catherine Brady to the Board for one-year terms commencing in 2026–2027. **Motion**: The Board approves the appointment of Robin Garnett and Catherine Brady to the Board for a one-year term beginning in 2026-2027, to be ratified by the Membership at the June 9th Annual General Meeting. **Moved by**: Jackie Lord **Carried**. 7.5 2026-2027 Operational & Quality Improvement Plans M. Bellows referred members to the draft Operational and Quality Improvement Plan for 2026-2027 which was included in the meeting package. It was noted that the plan builds on the high-level draft presented to the Board in January and has since been further developed to include specific indicators, targets, and timelines associated with each priority activity. The plan has been aligned, where possible, with the organization's draft strategic priorities to support implementation and monitoring. The Board engaged in discussion regarding the alignment between the operational plan and the draft strategic plan, including consideration of how certain indicators and measures correspond to the broader strategic objectives. Following discussion and clarification, the Board expressed overall comfort with the approach and approved the Operational and Quality Improvement Plan as presented. **Motion**: The Board approves the Operational and Quality Improvement Plans as presented for 2026-2027. **Moved by**: Bridget Bygrave **Seconded by**: Irv Mazurkiewicz **Carried, with one abstention.** 7.6 Community Recognition Award 2026 The Board received an update regarding the 2026 Community Recognition Award. It was noted that staff were engaged to submit nominations for organizations, groups, or individuals demonstrating significant contributions to the health and

	Agenda Items	Discussion
		wellbeing of the community. Established by the Board in 2017, the award is presented annually, with last year's recipient being Heritage Stables. Several nominations were brought forward for consideration. Following discussion, the Board agreed to award the 2026 Community Recognition Award to Violets on Main Village Bakery in recognition of their consistent and meaningful support to the community, including regular contributions to the Food Cupboard program and involvement in other local initiatives. Arrangements will be made for the CEO, Michele Bellows, and Board Chair, Sandra Shaw, to present the award.
8.	**Board Information Briefing & Discussion**	8.1 CEO Performance Objectives 2025-2026 Final Status Report M. Bellows referred members to the CEO Performance Objectives Final Status Report for 2025–2026, included in the meeting package, along with the 11th-month status report for the 2025–2026 Operational Plan and an updated IDEAA work plan. Highlights of progress toward completion of the CEO performance objectives, which are established annually by the Board, were presented, including areas where objectives have been fully achieved and any exceptions where progress remains outstanding. Overall, the Board acknowledged the significant work undertaken over the past year and congratulated M. Bellows on the progress achieved. It was noted that following the meeting, the annual CEO performance objectives evaluation survey will be circulated to all Board members for completion, in addition to the biannual CEO 360 performance evaluation (timelines were included in the consent agenda). Board members are requested to submit their responses by April 30, 2026. 8.2 Integrated Risk Report – March 2026 M. Bellows referred members to the Integrated Risk Report for March 2026, which was included in the meeting package. Risks, as noted on the risk register, which scored higher than "8" based on likelihood of occurrence and impact of occurrence were highlighted. These items require increased monitoring and ongoing vigilance. **Motion**: That the Board meeting be extended by 20 minutes. **Moved by**: Irv Mazurkiewicz **Seconded by**: Bridget Bygrave **Carried**. 8.3 Board Orientation Planning for 2026-2027 M. Bellows noted that at the most recent Governance & Nominating Committee meeting, initial planning was discussed for a Board orientation session for incoming members in fall 2026. As part of this work, feedback was requested from current Board members regarding their past orientation experiences to inform updates and enhancements to the orientation process for 2026–2027.
9.	**In-Camera Session**	M. Bellows, K. Gundersen, A. Caron, and C. Turnbull were excused from the meeting. **Motion**: It was moved and seconded that the Board move to an in-camera session at 6:30 pm. **Carried**. Discussion regarding the CEO Performance Evaluation and Strategic Plan occurred. **Motion**: It was moved and seconded that the Board move out of an in-camera session at 6:45 pm. **Carried**.

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11.	**Meeting Evaluation**	The link to the post-meeting online survey was included with the agenda.
12.	**Next Board meeting:**	Tuesday, June 9, 2026 – Smiths Falls Site (2 Gould St, Unit 118): • **Board Meeting** 5:00pm-7:00pm • **Annual General Meeting**: 7:00pm-7:20pm • **Short Board Meeting**: 7:20pm-7:30pm
13.	**Adjournment**	**Motion:** That the meeting be adjourned at 6:45pm. **Moved by:** Sandra Shaw **Carried.**

Approved by:

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Sandra Shaw
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Sandra Shaw, Board Chair

9/7/2026 | 7:01 AM PDT

Date

Signed by:
Irv Mazurkiewicz
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Irv Mazurkiwicz, (Interim) Board Secretary

9/9/2026 | 1:52 PM EDT

Date

<u>*Secretary's Note #1 – Motion to approve 2026-2027 M-SAA</u>

Prior to the March 31st, 2026 Board meeting, the Board of Directors tabled a motion for approval via email regarding approval of the Multi-Sector Service Accountability Agreement Extending Letter for the period April 1, 2026 to March 31, 2027. The agreement and associated background information was circulated to the Board on March 11th, 2026, and the following motion was passed:

Motion: The Board authorizes the Chair to sign the April 1, 2026 to March 31, 2027 Multi-Sector Service Accountability Agreement (M-SAA) Extending Letter.
Moved by: Irv Mazurkiewicz **Seconded by**: Dorothy Thomson **Carried**.

The email which was circulated to the board is appended below for information.

From: Kristian Gundersen <KGundersen@rideauchs.ca>
Sent: Wednesday, March 11, 2026 7:59:13 PM
To: BOARD OF DIRECTORS <Board_of_Directors@RideauCHS.ca>
Cc: Anne Caron <acaron@RideauCHS.ca>
Subject: RCHS M-SAA Agreement for 2026-2027

Good afternoon Board members,

We are requesting a motion from the Board to authorize our Chair, Sandra, to sign on the Multi-Sector Service Accountability Agreement Extending Letter (M-SAA) for 2026-2027, attached for your review.

The Finance & Audit Committee (FAC) received an update on the M-SAA at their meeting on February 26th. Normally, the agreement would be recommended for approval by the FAC to the Board. However, the 2026-2027 agreement was only received from Ontario Health this week and is due back the day prior to our Board meeting (March 30th).

Please note – there was not an opportunity in 2025-2026 to submit a Community Annual Planning Submission (CAPS), and Ontario Health has indicated that the M-SAA will be extended as-is for next fiscal year. Ontario Health is conducting a refresh of the CAPS process is currently underway, and we expect an opportunity to participate in the process this fall, ahead of receiving the 2027-2028 M-SAA. Our current M-SAA agreement was approved in 2023-2024 and has been extended the last several years. You can view the full agreement on our website here: https://www.rideauchs.ca/about/accountability#

The motion on the table is as follows: **The Board authorizes the Chair to sign the April 1, 2026 to March 31, 2027 Multi-Sector Service Accountability Agreement (M-SAA) Extending Letter.**

I will append the motion to the March 31st Board meeting minutes for our corporate records.

Please respond to this email with your approval by Friday, March 13th. If I do not receive a response, we will assume you are in support of the proposed motion. Irv will move the motion as Chair of the FAC, and I will record the first director to respond as the "seconder".

Thank you,

Kristian Gundersen
Executive Assistant to the CEO
Rideau Community Health Services
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Merrickville, ON K0G 1N0
Cell: (613) 408-1913
Phone: (613) 283-1952 ext. 302
Direct Line: (613) 706-6555
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Rideau Community Health Services
Your Community Health Centre
Accredited since 2003 by the Canadian Centre for Accreditation

Secretary's Note #2 – Strategic Plan 2026-2031

Subsequent to the March 31, 2026 Board meeting, and following further discussion at the in-camera session, the Chair brought forward a motion via email to rescind the motion approving the 2026–2031 Strategic Plan in order to allow for further in-person review. It was noted that the Strategic Plan will be brought forward again for consideration at a Special Board Meeting to be scheduled for April 14, 2026.

Motion: I move to rescind the motion adopted at the March 31st 2026 Board meeting which stated: 'The Board approves the Strategic Plan for 2026-2031 as recommended by the Executive Committee'.
Moved by: Sandra Shaw **Seconded by**: Irv Mazurkiewicz **Carried**.

The email which was circulated to the board is appended below for information.

From: Sandra Shaw <sandras@fifthelement.ca>
Sent: April 7, 2026 7:27 AM
To: Christopher Cummings <chriscummings.rchs@gmail.com>; Juli Heney <juli.heney@ontariohealthathome.ca>; Stefany Kawka <stefany.kawka@ontariohealthathome.ca>; Sharon O'Hara <sharon.ohara@me.com>; Sandra Mark <sandymark1044@gmail.com>; Irv Mazurkiewicz <irvmaz@gmail.com>; Dorothy Thomson <dorothyt466@gmail.com>; jmrn.ca@gmail.com; Bridget Bygrave <bridgetebygrave@outlook.com>; Sandra Shaw <sandras@fifthelement.ca>
Cc: Michele Bellows <mbellows@rideauchs.ca>; Kristian Gundersen <kgundersen@rideauchs.ca>
Subject: Recission of Board motion of March 31st 2026
Importance: High

CAUTION - EXTERNAL EMAIL - Do not click links or open attachment unless you recognize the sender

Dear Colleagues,

As per our discussions over the last week, I am making the motion to rescind the motion approving the Strategic Plan as advised by the Executive Committee on March 31st 2026. We will reintroduce a motion to approve (or not) the Strategic Plan at our in-person review which will be held sometime after April 13th when Kristian is back in the office.

As Chair I can make the motion. Irv has graciously seconded the motion. I need your vote to rescind (that is a yes vote) by email within 48 hours.

I move to rescind the motion adopted at the March 31st 2026 Board meeting which stated: 'The Board approves the Strategic Plan for 2026-2031 as recommended by the Executive Committee.' (Sandra Shaw so moves; Irv Mazurkiewicz seconds the motion).

Thank you.

Kindest regards,
Sandra Shaw
Board Chair (2025-2026)
Rideau Community Health Services
Your Community Health Centre