



## CEO Report: January 2026

To: Board of Health

Date: January 27, 2026

From: Heather G Daly

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### **Launching 2026**

This year is expected to be one of continued local collaboration and strengthened partnerships. We will seek opportunities to work with neighbouring public health agencies to address shared challenges, as well as with a variety of local partners. For example, engaging with the Renfrew County Administrators Group (RCAG) will support stronger regional connections and enhance shared capacity. Areas of focus include Indigenous Relationship Building, Executive Leadership, Human Resources, Finance, and the use of Artificial Intelligence.

The Annual Board Planning Calendar has been updated and is now available on the board portal. This calendar provides information about anticipated dates for key deliverables and board activities throughout the coming year.

As part of our ongoing commitment to board development, we plan to introduce brief cybersecurity training modules at board meetings. These short sessions will provide practical strategies and foundational knowledge to help board members navigate an increasingly complex digital environment. In addition, we intend to offer other board training opportunities tailored to areas of interest, building on last year's focus on risk management education and the successful board retreat in October.

This year RCDHU will begin the consultation process for developing the next strategic plan, covering the years 2027–2031. A Request for Proposals (RFP) is being drafted to secure a consultant who will guide this work and support meaningful engagement with Board members, staff, and community partners. This collaborative approach will ensure the creation of a comprehensive and forward-looking plan that reflects both organizational priorities and community needs.

Looking ahead we will be commencing contract negotiations with both our bargaining units, ONA and OPSEU, as the contracts expired end of December 2025. Our goal is to complete these negotiations before the end of the year, supporting stability and continued positive labour relations across the organization.

## **Provincial Budget 2026**

alPHa continues its advocacy work for public health agencies and has submitted a written document in response to the provincial budget consultation process. To summarize their key points, Ontario's public health system continues to undergo major changes, including health unit mergers (from 9 to 4), updated Ontario Public Health Standards which are pending release, and a forthcoming review of the provincial funding model.

Despite this progress, public health units continue to face significant financial pressures due to years of underfunding. The past three years of provincial increments of 1% have not kept pace with inflation, population growth, collective bargaining, and technology modernization needs. As capacity erodes, the ability to meet both local and provincial mandates is increasingly at risk. Sustainable, predictable investment in public health is essential to help protect community wellbeing. Dollar transfers to Ontario health agencies are about 1% of the Ministry of Health's operating budget. The link to the survey is [www.ontario.ca/budgetconsultations](http://www.ontario.ca/budgetconsultations), open until January 30, 2026. alPHa also released a fifth [Public Health Matters poster](#) that focuses on the economic impacts of the work of public health.

## **Closing out 2025**

The team is currently preparing the 2025 Q4 report for submission to the Ministry, with the due date of February 2. In parallel, preparations are also underway for the 2025 financial audit. As part of today's agenda, the Board will consider the bylaw to appoint auditors for the upcoming fiscal year. The Board will also review and approve the designated signing officers, following recent changes to the Board's executive structure after the Inaugural Meeting in January. These bylaws are reviewed and approved annually at the first regular meeting of the year to ensure proper governance and compliance.

## **Budget and Program Planning**

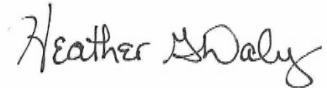
The Ministry has not yet released the templates for the 2026 Annual Service Plan and Budget (ASP) at the time of writing this report. The ASP submission deadline remains at March 1, 2026, and the plan will be developed using the current Ontario Public Health Standards. The ASP and Budget will be presented to both the Resources Committee and the Board of Health in March. Until the Board formally approves the 2026 ASP and Budget, it will be submitted to the Ministry in draft form to ensure compliance with their required timelines.

## **Risk Management and Operations Planning**

Risk assessment and operations planning for 2026 began in December and will continue through January. As part of this process, organizational risks are being reviewed, evaluated, and updated where necessary, with corresponding mitigation strategies developed and integrated into the operational plan. The final plan, along with the proposed 2026 ASP and Budget, will be presented to the Board at the March Board of

Health meeting. As in previous years, the reports will include progress updates to ensure the Board receives clear, comprehensive information and can remain confident in the materials presented.

Respectfully submitted,

A handwritten signature in black ink that reads "Heather Shadley". The signature is fluid and cursive, with "Heather" on the top line and "Shadley" on the bottom line.

January 27, 2026