



Renfrew County and District Health Unit

"Optimal health for all in Renfrew County and District"

CEO Report: September 2026

To: Board of Health

Date: September 29, 2026

From: Heather G Daly

I hope Board members had an enjoyable summer. A busy fall lies ahead, with several important organizational initiatives and the upcoming municipal elections. The work completed over the past two months is reflected in RCDHU's 2025 Annual Report and the 2027–2031 Strategic Plan, "Forward Together". The Board will also receive second-quarter updates on the Operational Plan with risk assessment.

In preparation for the upcoming fall vaccine campaigns, Human Resources and management have focused extensively on workforce planning and recruitment. Most clinic team members have now been successfully onboarded, and fall clinics are scheduled to begin in October. Recruitment activity remains elevated in 2026, with most vacancies successfully filled to support workforce continuity and program delivery. Challenges persist in recruiting for select specialized professional and senior leadership positions, requiring continued targeted recruitment efforts.

The finance team has also completed the second-quarter financial report, which was submitted to the Ministry of Health on July 31, 2026. The report will be reviewed later in today's meeting.

Board members have been provided with an educational opportunity intended to strengthen awareness and understanding of Indigenous cultures, histories and perspectives, and to support relationship-building with Indigenous communities. Information regarding Ontario Health's Indigenous Relationship training program has been distributed to all Board members, with completion requested by December 14, 2026.

There will be no ALPHA Fall Symposium this year due to the municipal elections. However, ALPHA is offering an alternative training opportunity, and information for Board members is included in the correspondence section of the meeting package.

Board members are also reminded to complete and return their 2026 Meeting Self-evaluation form, distributed by Melissa, by the end of October.

Ministry Updates:

Ontario Public Health Standards:

The Ministry of Health has released the remaining Working Drafts, providing a complete set of draft documents to support local planning. RCDHU continues to prepare for the

anticipated January 2027 effective date. Until then, the current Ontario Public Health Standards remain in effect, and are linked [here](#).

At the Association of Municipalities of Ontario conference this summer, the Minister of Health announced a 1% annual increase to base mandatory program funding for 2027. RCDHU will incorporate this increase into its financial forecasts.

The Ministry did not approve RCDHU's 2026 one-time capital funding request for the Cyber Remediation Project. Management has reviewed this matter with the Finance, Audit and Resources Committee, and further information will be presented later in today's meeting.

Amendment to Schedule C of the Accountability Agreement:

The Ministry of Health has amended the reporting requirements under [Schedule C](#) of the Public Health Funding and Accountability Agreement to support the Immunization Repository Consolidation project. This provincial initiative is intended to create a more integrated and accessible immunization record system by enabling authorized health care providers to securely access immunization information in Panorama. This will support clinical decision-making and continuity of care across Ontario.

Panorama is Ontario's provincial public health information system. Public health units use it to manage and track immunizations, vaccine inventory, and certain communicable disease information. It also serves as the primary repository for immunization records collected through public health programs.

Beginning in September 2026, the Ministry will directly access non-COVID-19 immunization and vaccine inventory information stored in Panorama to enable authorized health care providers to access immunization records for clinical decision-making. Boards of health will remain the custodians of the records they collect and submit to Panorama, the Ministry will act as the single health information custodian responsible for disclosing these records through the Panorama Guided Workflow.

This approach enhances data security by eliminating the need to transfer copies of records outside Panorama. The amendment formalizes these requirements through the Public Health Funding and Accountability Agreement.

Respectfully submitted,
Heather G Daly
Chief Executive Officer

New Schedules to the Public Health Funding and Accountability Agreement

**BETWEEN THE PROVINCE AND THE BOARD OF HEALTH
(BOARD OF HEALTH FOR THE RENFREW COUNTY & DISTRICT HEALTH UNIT)**

EFFECTIVE AS OF THE 1ST DAY OF JANUARY 2026

SCHEDULE C REPORTING REQUIREMENTS

The reports mentioned in this Schedule are provided for every Board of Health Funding Year unless specified otherwise by the Province.

The Board of Health is required to provide the following reports/information in accordance with direction provided in writing by the Province (and according to templates provided by the Province):

Name of Report	Reporting Period	Due Date
1. Annual Service Plan and Budget Submission	For the entire Board of Health Funding Year	March 1 of the current Board of Health Funding Year
2. Quarterly Standards Activity Reports		
Q2 Standards Activity Report	For Q1 and Q2	July 31 of the current Board of Health Funding Year
Q3 Standards Activity Report	For Q3	October 31 of the current Board of Health Funding Year
Q4 Standards Activity Report	For Q4	January 31 of the following Board of Health Funding Year
3. Annual Report and Attestation	For the entire Board of Health Funding Year	April 30 of the following Board of Health Funding Year
4. Annual Reconciliation Report	For the entire Board of Health Funding Year	April 30 of the following Board of Health Funding Year
5. MOH / AMOH Compensation Initiative Application	For the entire Board of Health Funding Year	As directed by the Province
6. Other Reports and Submissions	As directed by the Province	As directed by the Province

Definitions

For the purposes of this Schedule, the following words shall have the following meanings:

“Q1” means the period commencing on January 1st and ending on the following March 31st.

“Q2” means the period commencing on April 1st and ending on the following June 30th.

“Q3” means the period commencing on July 1st and ending on the following September 30th.

“Q4” means the period commencing on October 1st and ending on the following December 31st.

Report Details

Annual Service Plan and Budget Submission

- The Annual Service Plan and Budget Submission Template sets the context for reporting required of the Board of Health to demonstrate its accountability to the Province.
- When completed by the Board of Health, it will: describe the complete picture of programs and services the Boards of Health will be delivering within the context of the Ontario Public Health Standards; demonstrate that Board of Health programs and services align with the priorities of its communities, as identified in its population health assessment; demonstrate

SCHEDULE C

REPORTING REQUIREMENTS

accountability for planning – ensure the Board of Health is planning to meet all program requirements in accordance with the Ontario Public Health Standards, and ensure there is a link between demonstrated needs and local priorities for program delivery; demonstrate the use of funding per program and service.

Quarterly Standards Activity Reports

- The Quarterly Standards Activity Reports will provide financial forecasts and interim information on program achievements for all programs governed under the Agreement.
- Through these Standards Activity Reports, the Board of Health will have the opportunity to identify risks, emerging issues, changes in local context, and programmatic and financial adjustments in program plans.
- The Quarterly Standards Activity Reports shall be signed on behalf of the Board of Health by an authorized signing officer.

Annual Report and Attestation

- The Annual Report and Attestation will provide a year-end summary report on achievements on all programs governed under the Agreement, in all accountability domains under the Organizational Requirements, and identification of any major changes in planned activities due to local events.
- The Annual Report will include a narrative report on the delivery of programs and services, fiduciary requirements, good governance and management, public health practice, and other issues, year-end report on indicators, and a board of health attestation on required items.
- The Annual Report and Attestation shall be signed on behalf of the Board of Health by an authorized signing officer.

Annual Reconciliation Report

- The Board of Health shall provide to the Province an Annual Reconciliation Report for funding provided for public health programs governed under the Accountability Agreement.
- The Annual Reconciliation Report must contain: Audited Financial Statements; and, Auditor's Attestation Report in the Province's prescribed format.
- The Annual Reconciliation Report shall be signed on behalf of the Board of Health by an authorized signing officer.

MOH / AMOH Compensation Initiative Application

- The Board of Health shall complete and submit an annual application to participate in this Initiative and be considered for funding.
- Supporting documentation such as employment contracts must be provided by the Board of Health, as requested by the Province.
- Application form templates and eligibility criteria/guidelines shall be provided by the Province.

SCHEDULE C REPORTING REQUIREMENTS

Panorama Immunization Record and Inventory Reporting

- The Board of Health shall make available to the Province, using Panorama or any other method specified by the Province, immunization records and inventory data under their custody and control.

Tracking Sheet/Plan for Deliverables: September 2026

Category	Reporting Item	Cadence	Key Dates	Completion Criteria	Evidence/Notes	Status
Corporate Planning	Corporate Operational Plan with Risk Mitigation	Annual	February/March	Presented to Board and recorded in minutes	Staff presentation of Plan	complete
Risk Reporting	Risk Reports - activity updates (Q4)	Quarterly	February/March	Presented to Board and recorded in minutes	Q4 2025 presented;	complete
Risk Reporting	Risk Reports - activity updates (Q1)	Quarterly	June	Presented to Board and recorded in minutes	Presented June	complete
Risk Reporting	Risk Reports - activity updates (Q2)	Quarterly	Sept	Presented to Board and recorded in minutes	Presenting in September	
Risk Reporting	Risk Reports - activity updates (Q3)	Quarterly	November	Presented to Board and recorded in minutes		
Audit	Audit planning + Board response letter	Annual	Spring Feb/March	Response letter approved and sent	Letter approved and sent	complete
Audit	Audited Financial Statements (2025)	Annual	Due May	Board approval + signatures	Board minutes May 2026	complete
Audit of ARR	Audited Certificate of Settlement (Annual Reconciliation Report)	Annual	Due May/June	Settlement report audited;included in ARA report	Completed report June	complete
Audit	Healthy Babies Healthy Children (2025/26)	Annual	Due July	Required by Program;Auditor prepared;reported to FA&R Committee;	Board minutes Sept 2026	
Ministry Reporting	Q4 Ministry report	Quarterly	Due January	Submission confirmed;Reported to Board	Q4 Financial 2025 presented	complete
Ministry Reporting	Q1/Q2 Ministry report	Quarterly	Due July;	Submission confirmed;Reported to Board	Q2 Report presented in Sept	
Ministry Reporting	Q3 Ministry report	Quarterly	Due October;	Submission confirmed;Reported to Board	Q3 Report presented in Nov	
Ministry Reporting	Annual Report and Attestation (ARA)	Annual	May/June	Submission confirmed;Reported to Board	Presented June	complete
Ministry Reporting	Annual Reconciliation Report (ARR)	Annual	May/June	Submission confirmed;Reported to Board	Presented June	complete
Settlement - MOH	Year-end payment settlements (prior years)	Annual	Variable	Settlement processed; Letter from Ministry	Ministry Letter received for 2024 in May 2026	complete
Settlement - MCCSS	Year-end final report reconciliations (prior years)	Annual	Variable	Final audited reports processed; Letter from Ministry; FA&R Committee	2024-March 31 2025 Final Report Reconciliation	
Planning/Budget	Levy estimates	Annual	November/December	Presented to Board and recorded in minutes		
Planning/Budget	Annual Service Plan + Budget submission	Annual	Spring	Finance/Audit Committee; Board approved + submitted	Resources Committee report	2026 complete
Planning/Budget	ASP Approval./Accountability Agreement	Annual	variable	Agreement w Schedules from Ministry	Ministry documents received	
Annual Reporting	Annual Report: RCDHU	Annual	September	Board presentation + publication	CEO report/Website	
Tax Compliance	Tax Compliance Verification	Annual	April/May	TCV certificate obtained	CEO report/certificate	2026 complete
Strategic Plan	Five Year Strategic Plan	Every 5 years	Current Plan: 2021-2026	Presented to Board and recorded in minutes	Board Minutes 2021	2021 complete
Strategic Plan	Five Year Strategic Plan	Every 5 years	New Plan: 2027 - 2031	Presented to Board and recorded in minutes	Presented September	
Note: Yellow Status indicates current deliverable						