

Ministry of Health

Office of Chief Medical Officer of Health,
Public Health
Box 12
Toronto, ON M7A 1N3

Ministère de la Santé

Bureau du médecin hygiéniste en chef,
santé publique
Boîte à lettres 12

Communiqué #3: Update from the Special Advisors regarding work with the Board of Health for the Grey Bruce Health Unit

Date: December 19, 2025

We are pleased to provide a third update on our work as Special Advisors to the Chief Medical Officer of Health, Dr. Kieran Moore, in respect of the Grey Bruce Health Unit. To ensure the continued delivery of critical public health services, on August 14, 2025, the Chief Medical Officer of Health temporarily assumed the powers of the Board of Health under s. 77.1 of the *Health Protection and Promotion Act* to support operations.

We would like to start by providing updates on recent meetings of the health unit's governance partners.

On November 27, 2025, the Counties of Grey and Bruce came together to discuss a range of governance issues, including the skills matrix to support a newly reconstituted Board of Health. We are very happy to share with you that this discussion resulted in agreement from both Counties on a final version of the skills matrix. This outcome was shared with governance partners at a meeting on November 28, 2025. A skills matrix is a framework used to identify and map the skills and key attributes of board members and is widely recognized as a good governance tool for understanding strengths and identifying needs. The matrix endorsed by Dr. Moore, exercising powers of the Board of Health, identifies sixteen unique skills that members would collectively bring to a reconstituted Board of Health. No one member is expected to possess all sixteen skills, but a board where all sixteen are present is strengthened.

The skills matrix is a critical first step toward developing a comprehensive Action Plan to address findings from the independent assessment conducted under section 82 of the *Health Protection and Promotion Act*. We want to express our sincere gratitude to Wardens Matrosovs and Charbonneau, their councils, and their senior administrative staff for their hard work. We also want to thank members of the furloughed Board for their thoughtful input.

On December 19, 2025, we shared that Dr. Moore, exercising powers of the Board of Health, has accepted the Action Plan developed in consultation with governance partners. We look forward to sharing this with you in the new year.

During this interim period, we have been actively supporting Dr. Moore in exercising the powers of the Board of Health. Recent decisions include:

1. Banking arrangements: Approval of a further five-year term with the health unit's existing banking provider, RBC, along with a revised policy to assess the arrangement after three years.
2. Collective agreement: Approval of the OPSEU/SEFPO Local 276 memorandum of settlement for a three-year collective agreement. Details will be posted on the Health Unit's website.

Over the past several weeks, we have been supporting the senior leadership team at the Health Unit to begin work on a strategic planning process and review of enterprise risk management. The dedicated professionals working at the Health Unit continue to deliver essential public health services with professionalism, compassion, and care. Thank you for all your ongoing work and collaboration.

Jim Pine and Dr. Eileen de Villa
Special Advisors to the Chief Medical Officer of Health