Please note – hard copies will not be distributed at meetings, unless previously requested

# MEETING OF THE GOVERNANCE COMMITTEE

**May 6, 2026 • 8:00 a.m. – 9:00 a.m.**
**Virtual**
**Meeting ID: 833 4983 5295**
**Passcode: 876917**

| COMMITTEE MEMBERS | | STAFF |
|---|---|---|
| **CHAIR:** | Sheri Allen | Robyn Romano |
| **Directors:** | Angela Butler, Alexandra Norris, Krista Pell | |
| REGRETS: | | GUESTS |

## AGENDA

**Legend:** Discuss (D); Discuss + Decision (DD); Information Only (FYI)

| Time | Item No. | Description of Item | Process | Attached |
|---|---|---|---|---|
| **08:00** | **1.** | **Call to Order** – S. Allen | D | |
| | **2.** | **Consent Agenda** – S. Allen<br>• **Includes:**<br>a. Agenda for 06 May 2026<br>b. Meeting Minutes from 04 February 2026<br>c. Action List<br>d. Annual Committee Calendar | DD | 4 |
| | **3.** | **Recruitment** – S. Allen | D | |
| | **4.** | **Annual General Meeting** – All<br>• Review Draft Agenda<br>• Review and Confirm 2026-2027 Directors, Officers, Committee Chairs & Directors Standing for Election at the 2026 AGM | D<br>DD | 1<br>1 |
| | **5.** | **Accreditation** – R. Romano | | |
| | **6.** | **Safety and Quality** - All | D | |
| | **7.** | **Other Business** – All<br>• Review Committee Results | D | 1 |
| **9:00** | **8.** | **Adjourn** | | |

**Next Scheduled Meeting:**
**September 2, 2026 • 8:00 a.m. – 9:00 a.m. (Zoom)**

# MEETING OF THE GOVERNANCE COMMITTEE

| Location | Date and Time |
|---|---|
| Zoom | February 4, 2026 ● 8:00 am - 9:00 am |

| | |
|---|---|
| **CHAIR** | Krista Pell |
| **ATTENDEES** | Angela Butler, Alexandra Norris |
| **REGRETS** | Sheri Allen |
| **NOTETAKER** | Vicki Tang-Horokh |

MINUTES

| Agenda Item | Discussion |
|---|---|
| 1. Call to Order | Meeting called to order at 8:03 a.m. |
| 2. Welcome | Robyn was welcomed by the Committee. |
| 3. Consent Agenda | **MOTION #1 – Approval of today's Consent Agenda, with the following addition:**<br>✓ Agenda for 04 February 2026<br>✓ Meeting Minutes from 05 November 2025<br>✓ Action List<br>✓ Committee Work Calendar<br>• Add under Other Business: LAIC Endowment<br>**MOVED by: A. Norris**<br>**SECONDED by: A. Butler**<br>**Carried** |
| 4. Recruitment | • Sheri will hold one-on-one conversations to confirm members' intent to stay on the Board or not. The Committee follows eight-year terms, with two-year terms voted on at the AGM. Start dates for Board members will be sent to Sheri and Krista for review. Four new recruits joined last year, and the Board is currently in a strong position – no recruitment is needed at this time. |
| 5. Review Committee Goals | Goal: Ensure Hospice Calgary is adhering to best practices with respect to governance<br>Action Item: Annual Board Retreat<br>• This may be a good opportunity to hold a retreat and discuss deeper Board development work now that Robyn has started<br>Goal: Monitor KPIs and Establish Follow-Up Action Plan<br>• Change to Monitor Board KPIs and Establish Follow-Up Action Plan. The Board KPIs |

| Agenda Item | Discussion |
|---|---|
| | should be a discussion at a future Board meeting.<br><br>**Motion #2:** Move to approve the Committee Goals, as presented<br>**Moved by:** A. Butler<br>**Seconded by: A. Norris**<br>**Carried.** |
| 6. Review Risk Register | **Identified Risk: Executive Director Succession**<br><br>• Change the risk to read 'Leadership Succession', rather than 'Executive Director Succession'<br>• Change the Risk Rating to Moderate.<br>• Change risk level to moderate.<br>• Remove the last two bullets under the Action Plan.<br>• Remove '2nd in Command Position (Sr. Director of Operations)' from Mitigation Strategies<br><br>**Identified Risk: Financial Sustainability**<br><br>• Change risk level to moderate; LAIC funding is uncertain but not an immediate concern.<br><br>**MOTION #3: Move to approve the Risk Register, as amended**.<br><br>**Moved by:** A. Norris<br>**Seconded by:** A. Butler<br>**Carried** |
| 7. Accreditation | • This is a major accreditation year, with a site visit scheduled for November. Initial preparations have started, and a meeting with our accreditation contact is scheduled for late February. The goal is to be well prepared by September for the November site visit. |
| 8. Safety & Quality | • No discussion. |
| 9. Other Business | **LAIC Funding**<br><br>• Following the donor's passing, the release of the endowment funds is unlikely to occur within the current fiscal year. No contingency planning was in place prior to his passing, and no new endowment funds have been received. Robyn will reach out to her network and the Calgary Foundation to seek any guidance on similar situations. There are no major concerns at this time, as the matter is currently tied up in probate.<br><br>**AGM**<br><br>• Scheduled for June 23, 2026. |

Meeting adjourned at 8:36

**Next Meeting Date: May 6, 2026**

Please note – hard copies will not be distributed at meetings, unless previously requested

# GOVERNANCE COMMITTEE

### FISCAL YEAR 2026-2027
### (APRIL 1, 2026 TO MARCH 31, 2027)

## ACTION LIST

### ACTIVE ITEMS

| May 6, 2026 | | | | | |
|---|---|---|---|---|---|
| **Agenda Item No.** | **Description of Item** | **Lead** | **Deadline** | **Status** | **Details** |
| | | | | | |

### COMPLETED ITEMS

| September 3, 2025 | | | | | |
|---|---|---|---|---|---|
| **Agenda Item No.** | **Description of Item** | **Lead** | **Deadline** | **Status** | **Details** |
| | | | | | |

### CARRIED OVER FROM 2025-2026

| September 3, 2025 | | | | | |
|---|---|---|---|---|---|
| **Agenda Item No.** | **Description of Item** | **Lead** | **Deadline** | **Status** | **Details** |
| 3. Recruitment | Discuss contacts with nursing backgrounds for QI Committee with Roxanne | S. Allen | | | |

Children's Grief Centre | Living with Advanced Illness Centre | Rosedale Hospice

# F2026-2027 Governance Committee Work Calendar
# April 1, 2026 - March 31, 2027

| | | |
|---|---|---|
| **Q1** | **April** | **No Meeting** |
| | **May** | **May 6, 2026**<br>• Review proposed slate of Board Members for Board approval at May Board meeting<br>• Review/Nominate Officers Slate<br>• Review Committee Chairs<br>• Finalize format for AGM<br>• Review Policies, if required<br>• Board Recruitment<br>• Review Committee Evaluation |
| | **June** | **No Meeting** |
| **Q2** | **July** | **No Meeting** |
| | **Aug** | **No Meeting** |
| | **Sept** | **September 2, 2026**<br>• Board Recruitment<br>• Review Policies, if required |
| **Q3** | **Oct** | **No Meeting** |
| | **Nov** | **November 4, 2026**<br>• Board Recruitment<br>• Board Retreat Planning<br>• Review Policies, if required |
| | **Dec** | **No Meeting** |
| **Q4** | **Jan** | **February 3, 2027**<br>• Board Recruitment<br>• Review Policies, if required<br>• Review TORs, if required (next review February 2028)<br>• Review Committee Goals (if required, next review February 2026)<br>• Review Risk Register<br>• Initiate Committee Evaluation |
| | **Feb** | **No Meeting** |
| | **Mar** | **No Meeting** |

Children's Grief Centre
Living with Advanced Illness Centre
Rosedale Hospice
Hospice Calgary

# 37TH ANNUAL GENERAL MEETING

**June 23, 2026 • 12:00 p.m. - 1:00 p.m.**
**SE Office • 1245 – 70th Avenue SE • Calgary • AB**

AGENDA

| Item No. | Description of Item |
|---|---|
| **1.** | **Call to Order & Welcome** – S. Allen |
| **2.** | **Approval of June 24, 2025 AGM Meeting Minutes** – S. Allen |
| **3.** | **Report on Behalf of the Board** – S. Allen |
| **4.** | **Executive Director Report** – R. Romano |
| **5.** | **Presentation of 2026-2027 Audited Financial Statements** – U. Ali |
| **6.** | **Election of the 2026-2027 Auditors** – U. Ali |
| **7.** | **Election of the Board of Directors** – S. Allen |
| **8.** | **Presentation: Recognize Retiring Board Members** – S. Allen |
| **9.** | **Guest Speaker:** |
| **10.** | **Other Business** – S. Allen |
| **11.** | **Adjourn** – S. Allen |

# Board of Directors
# 2026-2027
# (To be voted on at the June 23, 2026 AGM)

| | |
|---|---|
| **Usman Ali**<br>(joined Board: 2021<br>2-year term renewal: 2027<br>8-year term limit: 2029<br>**Treasurer** | **Fabienne Morin**<br>(joined Board: 2025<br>2-year renewal: 2027<br>8-year term limit: 2033<br>**Director** |
| **Sheri Allen**<br>(joined Board: 2021<br>2-year term renewal: 2027<br>8-year term limit: 2029<br>**Chair** | **Alexandra Norris**<br>(joined Board: 2025<br>2-year renewal: 2027<br>8-year term limit: 2033<br>**Director** |
| **Malik Amery**<br>(joined Board: 2023<br>2-year term renewal: 2027<br>8-year term limit: 2031<br>**Director** | **Sarah Oldfield**<br>(joined Board: 2025<br>2-year renewal: 2027<br>8-year term limit: 2033<br>**Director** |
| **Tiffany Flynn**<br>(joined Board: 2025<br>2-year renewal: 2027<br>8-year term limit: 2033<br>**Director** | **Krista Pell**<br>(joined Board: 2021<br>2-year term renewal: 2025<br>8-year term limit: 2029<br>**Secretary** |
| **Lorèn Lailey-Irvine**<br>(joined Board: 2025<br>2-year renewal: 2027<br>8-year term limit: 2033<br>**Director** | **Anita Perry**<br>(joined Board: 2022<br>2-year term renewal: 2026<br>8-year term limit: 2030<br>**Director** |

## 2026-2027 Officers

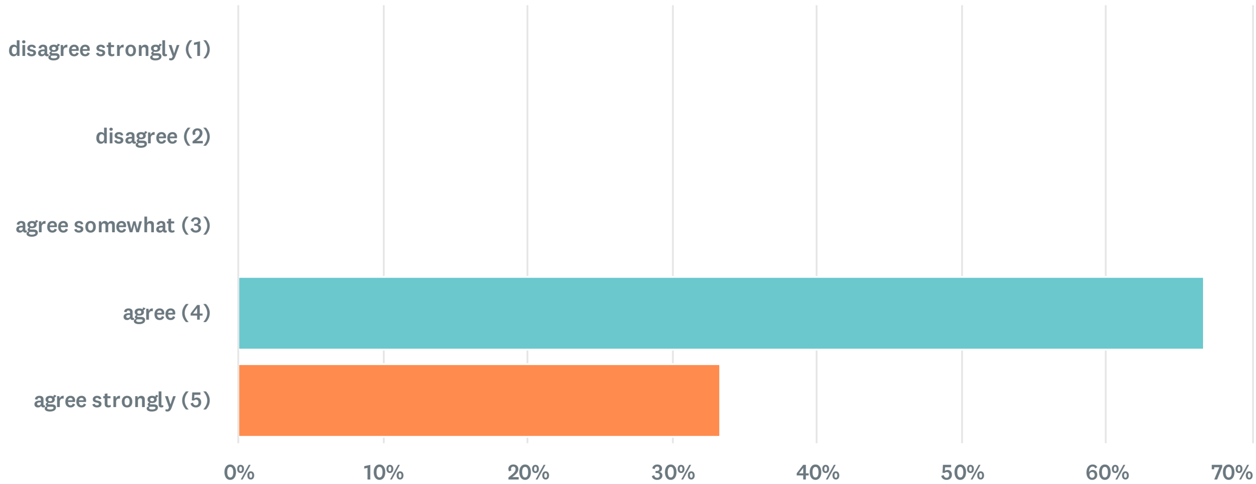
**Sheri Allen |** Chair
**Krista Pell |** Vice Chair
**Anita Perry |** Secretary
**Usman Ali |** Treasurer

## 2026-2027 Committee Chairs

**Executive Committee:** Sheri Allen
**Governance Committee:** Sheri Allen
**Finance Committee:** Usman Ali
**Marketing & Development Committee:** Anita Pell
**Human Resources Committee:** Fabienne Morin
**Quality Improvement Committee:** Alexandra Norris

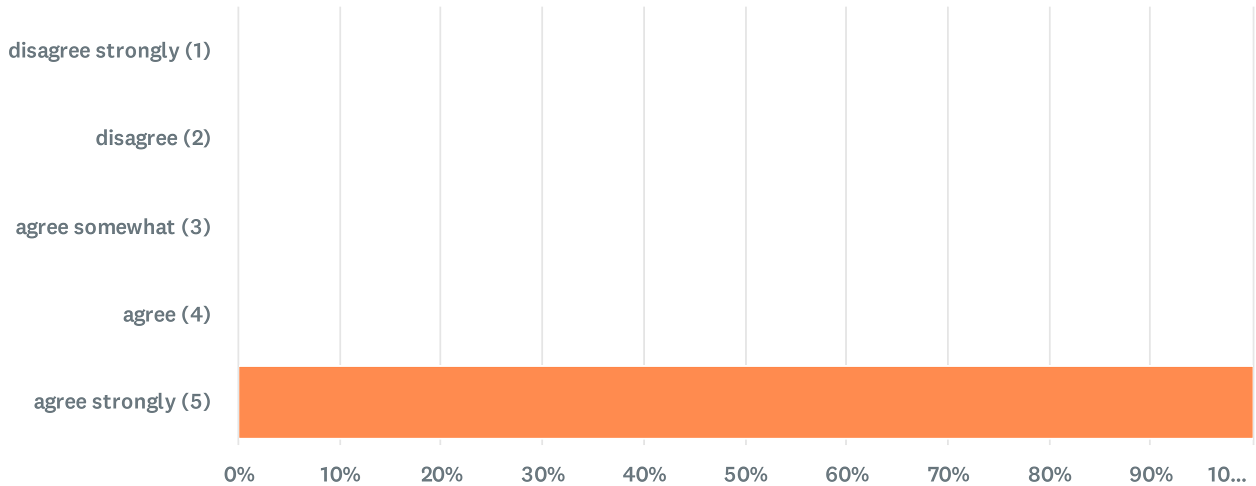
# Q1 The goals and purpose of the Committee are clearly defined.

Answered: 3    Skipped: 0



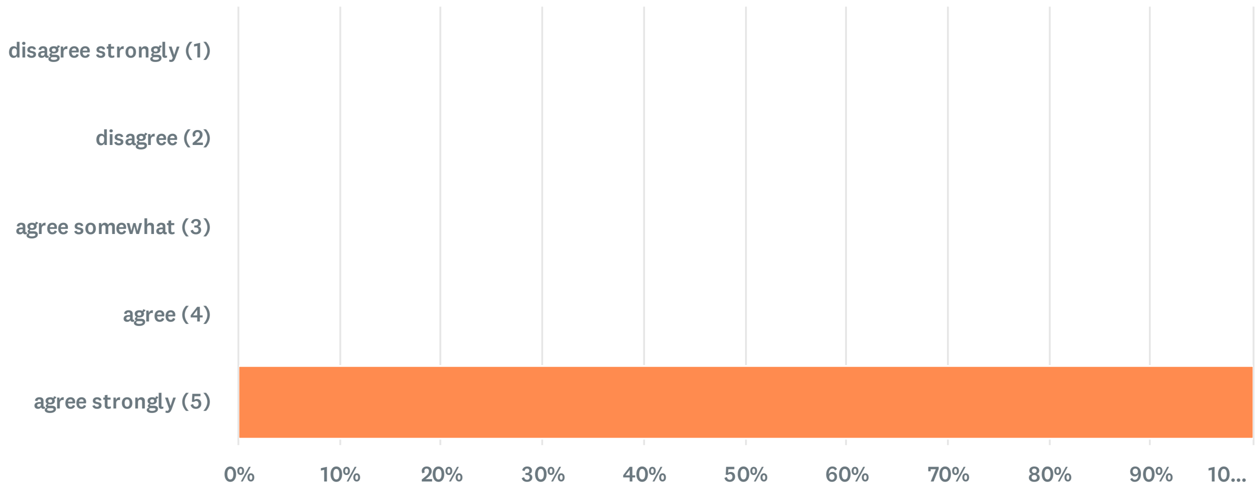
# Q2 The goals and purpose of the Committee are relevant to the organization's Strategic Plan.

Answered: 3 Skipped: 0



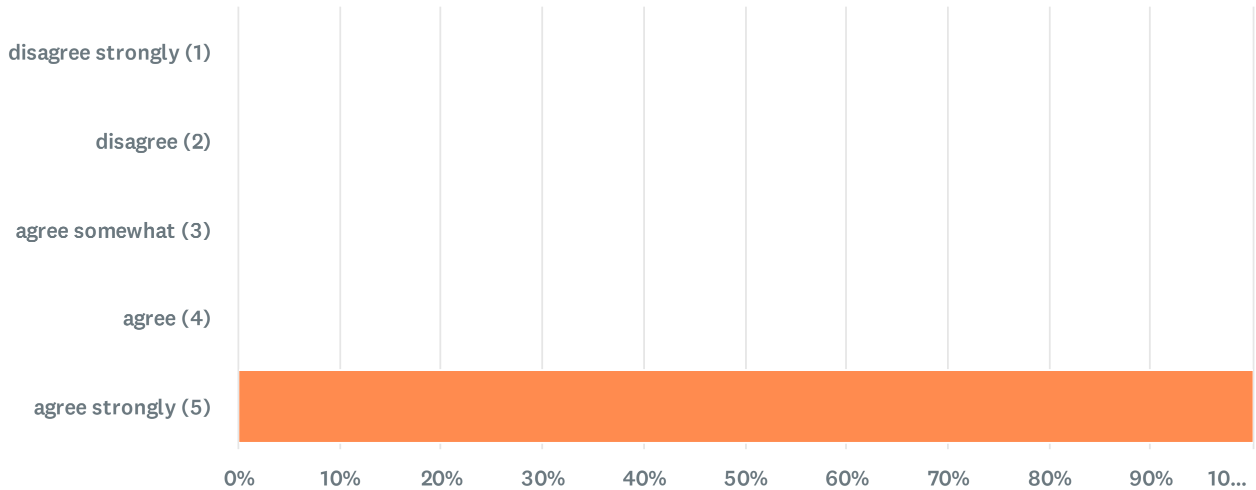
# Q3 Our Committee has adequate resources (for example: budget, people) to support its function.

Answered: 3    Skipped: 0



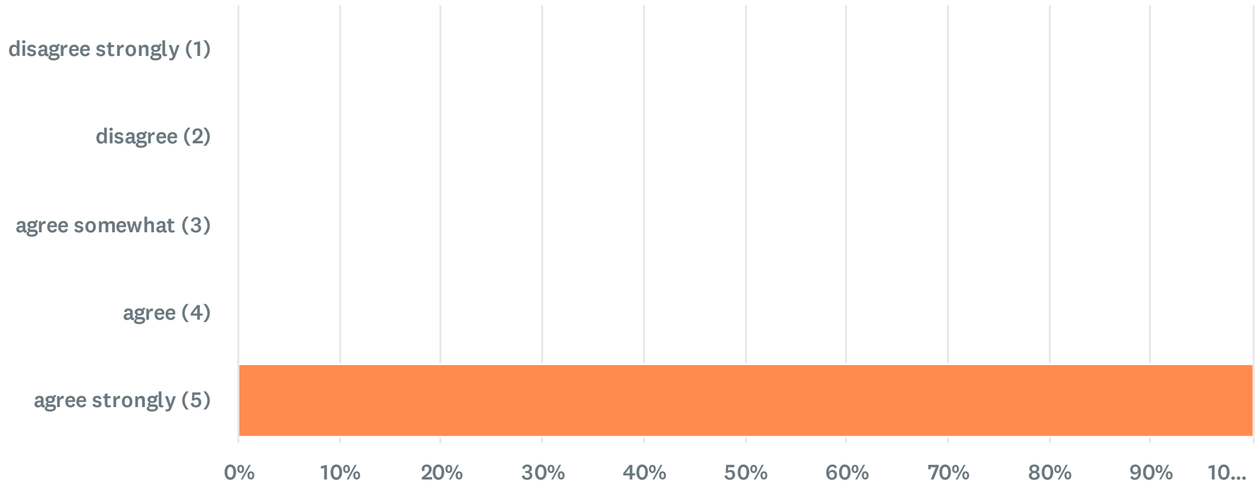
# Q4 Our Committee has the respect and support of key stakeholders within our organization.

Answered: 3 Skipped: 0



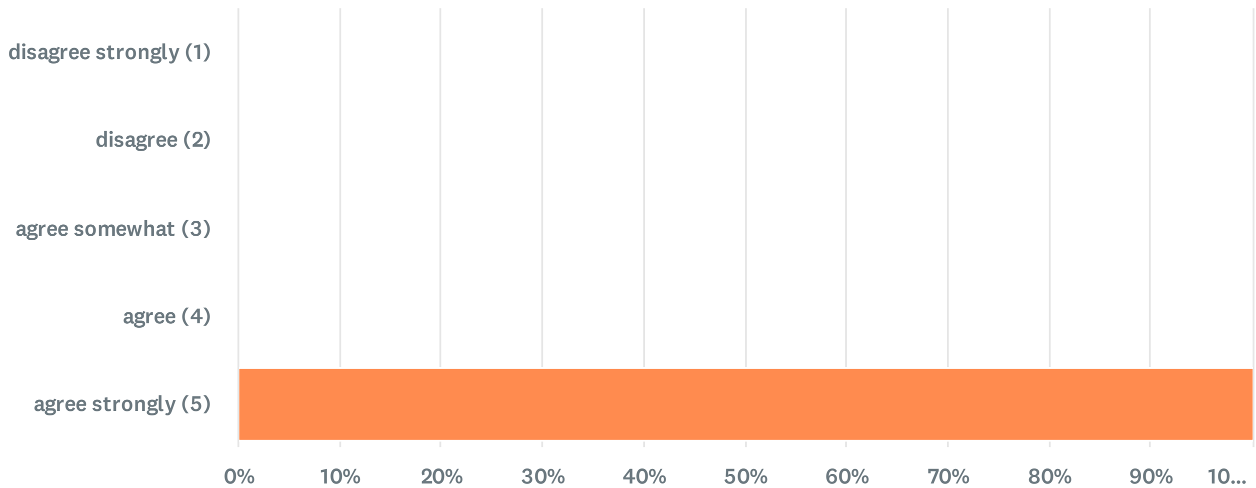
# Q5 Our meetings are held regularly and with appropriate frequency.

Answered: 3 Skipped: 0



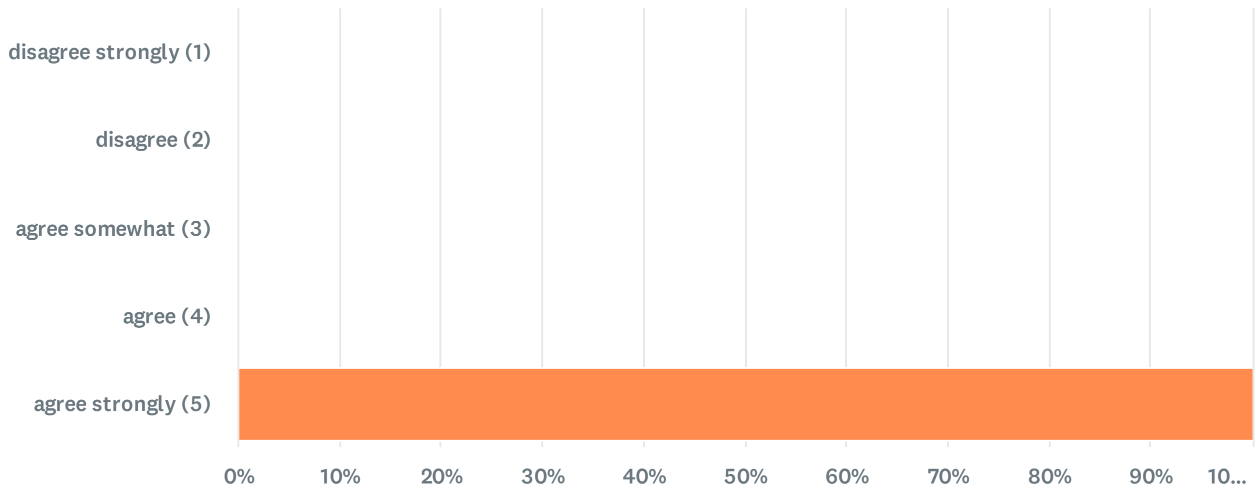
# Q6 Our meetings begin and end as scheduled.

Answered: 3 Skipped: 0



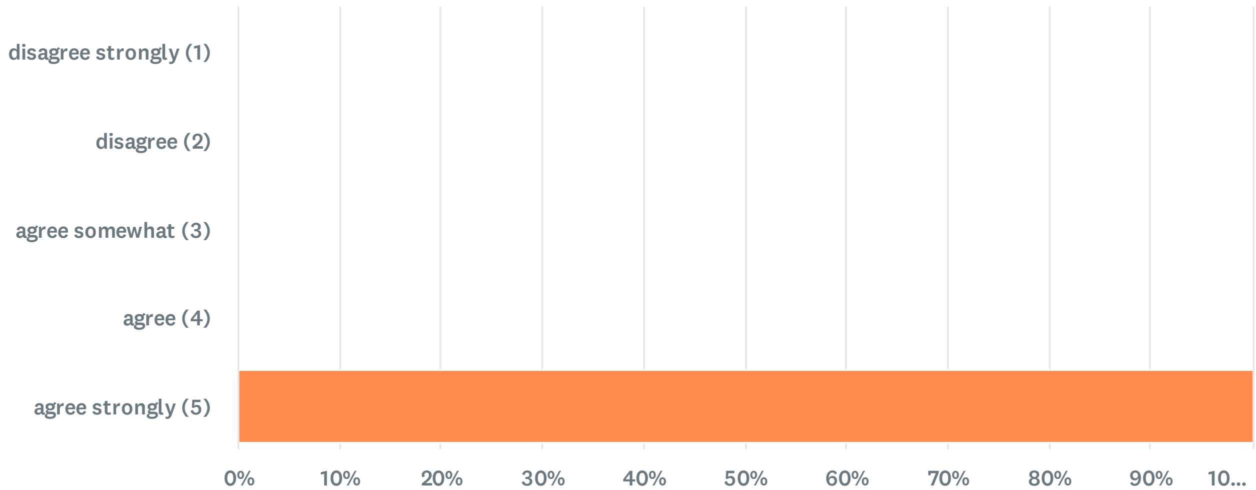
# Q7 The length of our meetings is appropriate and respectful of the agenda.

Answered: 3 Skipped: 0



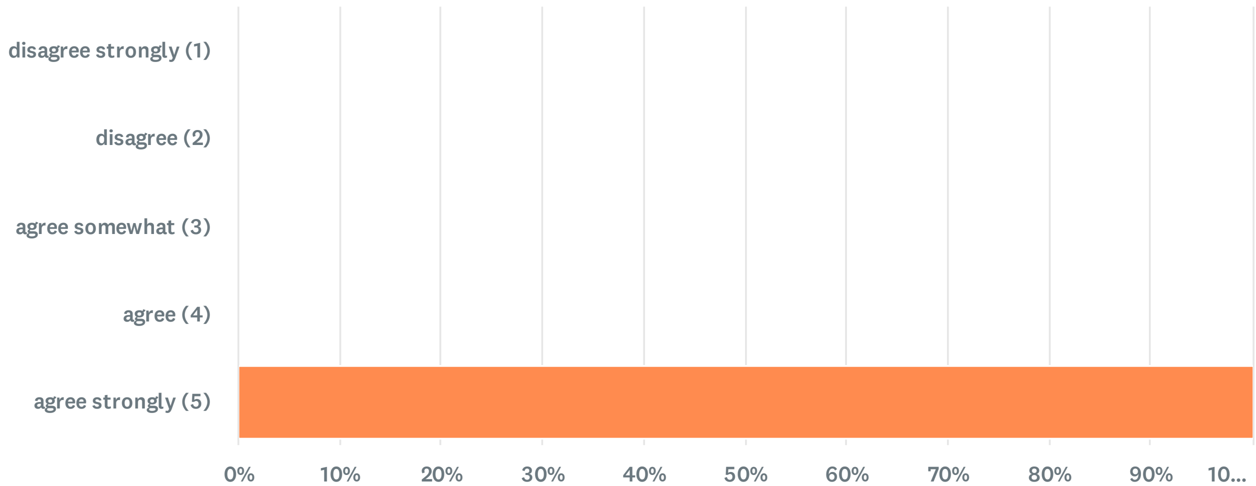
# Q8 We receive the meeting agenda and materials in advance of the meeting to allow for appropriate review and preparation.

Answered: 3 Skipped: 0



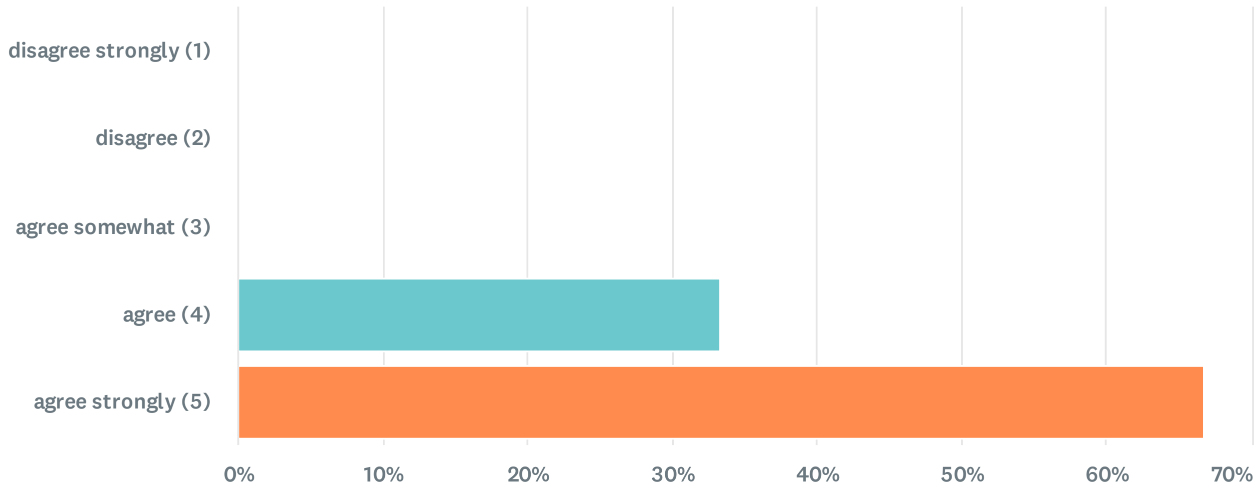
# Q9 We consistently use our meeting time well. Issues get the time and attention proportionate to their importance.

Answered: 3    Skipped: 0



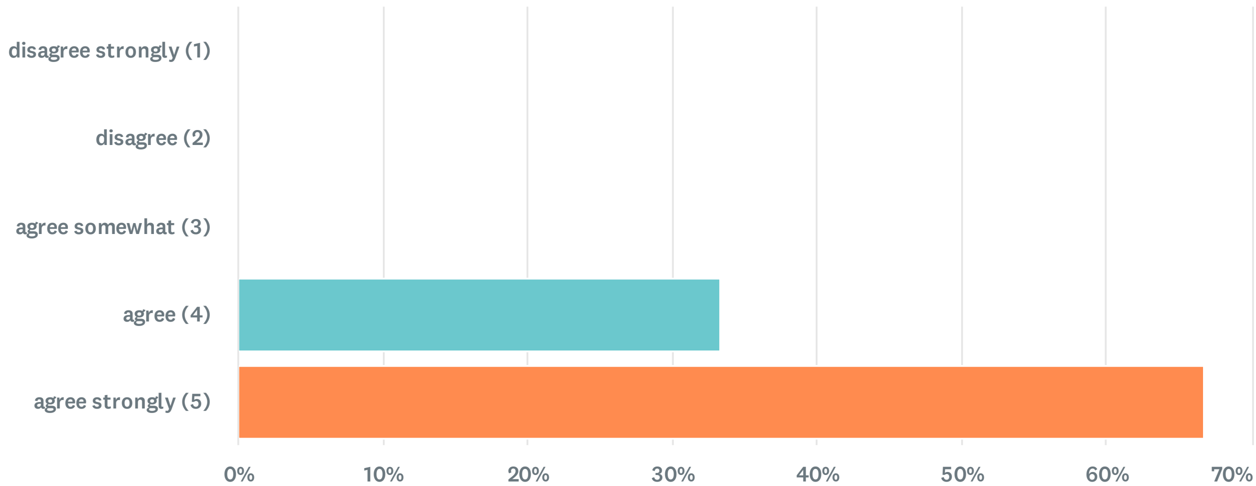
# Q10 The location where our meetings are held is conducive to positive group interaction and discussion.

Answered: 3    Skipped: 0



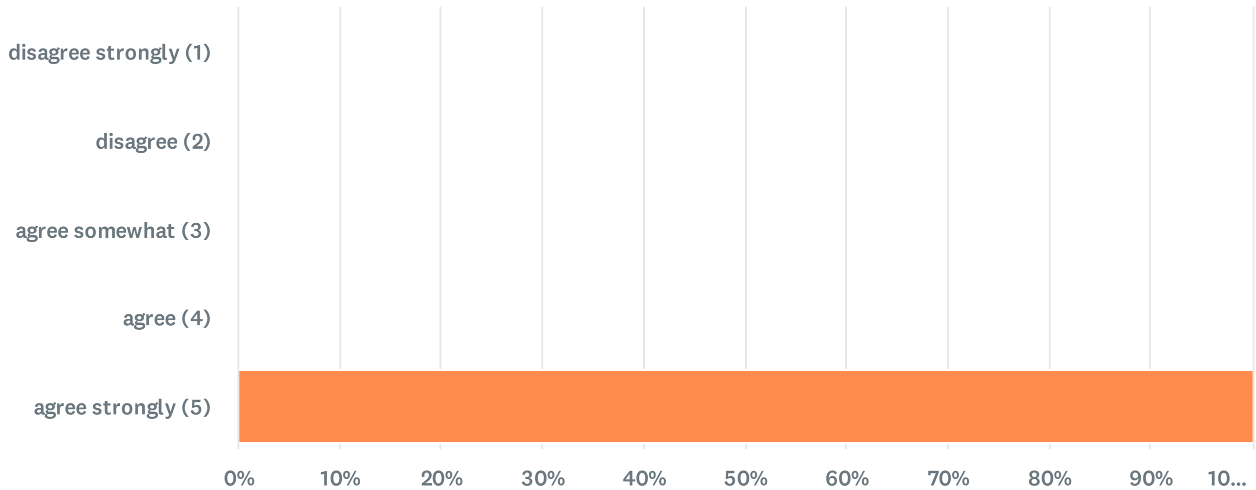
## Q11 Attendance at our meetings is consistent and members arrive on time.

Answered: 3 Skipped: 0



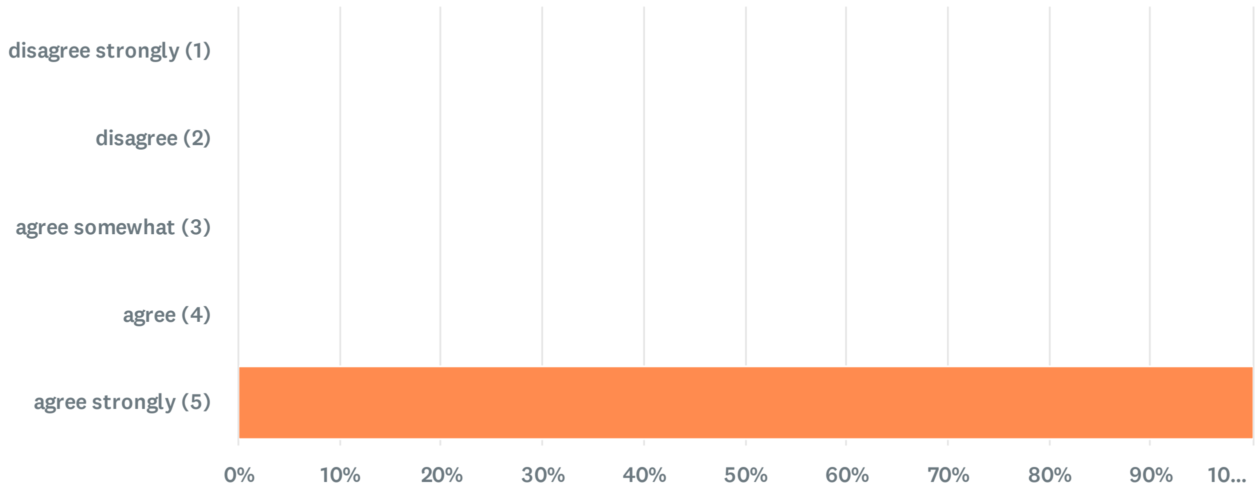
# Q12 The minutes of our meetings are accurate and reflect the discussion, next steps and/or action items articulated by the members.

Answered: 3 Skipped: 0



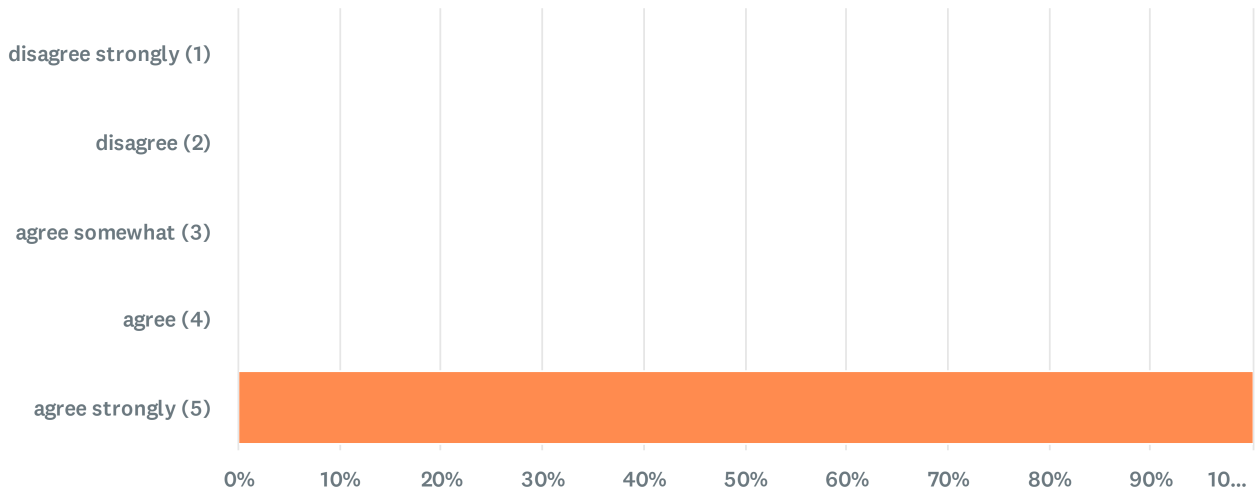
# Q13 Our membership represents the talent and skill set required to fulfill the goals and purpose of the Committee.

Answered: 3 Skipped: 0



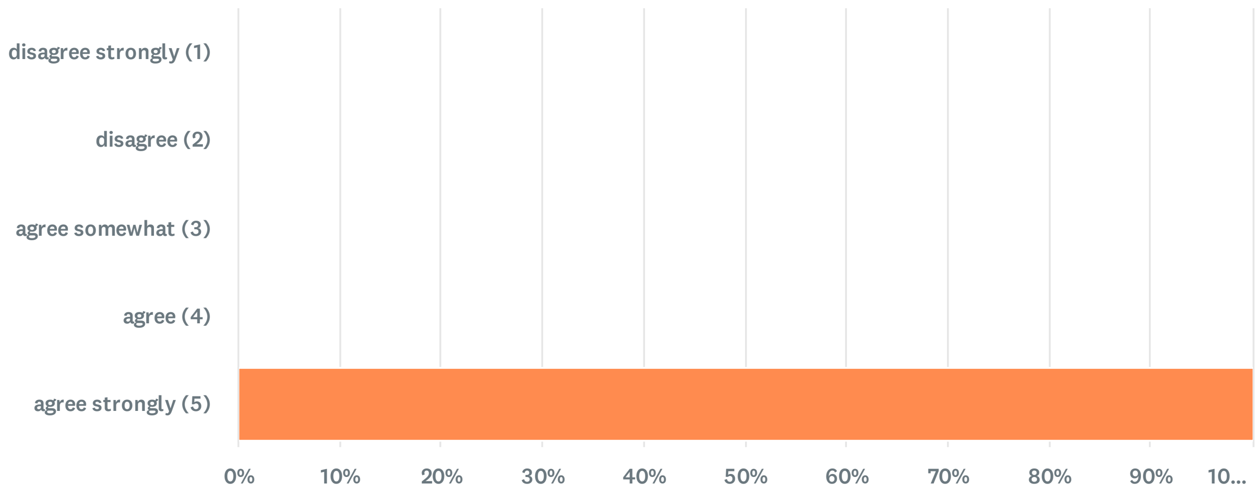
# Q14 Our members treat each other with respect and courtesy.

Answered: 3 Skipped: 0



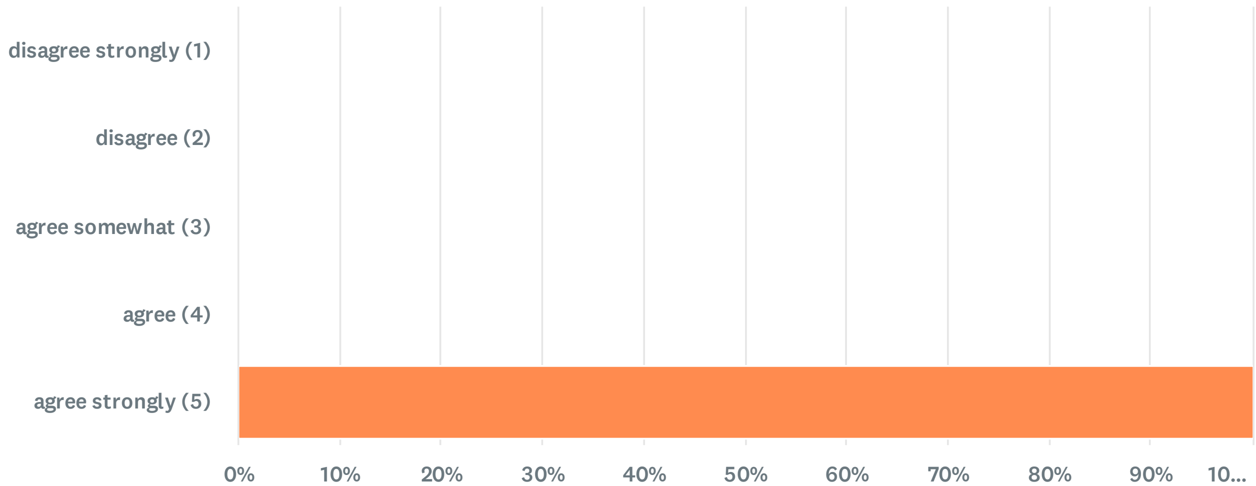
# Q15 Our members come to meetings prepared and ready to contribute.

Answered: 3 Skipped: 0



# Q16 As a general rule, when I speak I feel listened to and that my comments are valued.

Answered: 3    Skipped: 0



# Q17 What I like the most about our meetings?

Answered: 2 Skipped: 1

| # | RESPONSES | DATE |
|---|---|---|
| 1 | drive participants | 3/9/2026 5:59 PM |
| 2 | They seem focused and streamlined. | 3/2/2026 4:35 PM |

# Q18 What I would like to see improve at our meetings?

Answered: 1 Skipped: 2

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| 1. | 100.00% | 1 |
| 2. | 0.00% | 0 |
| 3. | 0.00% | 0 |

| # | 1. | DATE |
|---|---|---|
| 1 | Nothing comes to mind. | 3/2/2026 4:35 PM |

| # | 2. | DATE |
|---|---|---|
| | There are no responses. | |

| # | 3. | DATE |
|---|---|---|
| | There are no responses. | |

# Q19 What areas should the committee focus on in the future?

Answered: 1 Skipped: 2

| # | RESPONSES | DATE |
|---|---|---|
| 1 | Nothing comes to mind at this time. | 3/2/2026 4:35 PM |