

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – KHSC BOARD WORK PLAN 2017-18

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PART I: ESTABLISH STRATEGIC DIRECTION

I-1	Vision, Mission & Values	KHSC orientation – key corporate documents overview				Performance Indicators for Fulfilling the Catholic Mission presented			Presentation focused on Legacy Corporation Missions & Role by HDH and KGH		Update on Mission, Vision, Values – Key Concepts and Themes Update				Year-end report to Partnership Council regarding Mission at HDH and KGH sites		CEO & KHSC Governance Committee
I-2	Strategic Planning	Approach to develop Strategy for KHSC	Approach to blending Annual Corporate Plans presented		Annual Corporate Plan & Strategy Performance Index for 2017-18 Approved  Approach to new KHSC Strategy Presented	Strategy Development Process Update	Strategy Work Plan – timeline and deliverables	Strategy Development – Nov 3 Board Development Session	Strategy Development – Dec 9 Session			Annual Corporate Plan 2018-19 Approval	Annual Corporate Plan Indicators 2018-19 & QIP indicators for 2018-19		Update on development of new KHSC Strategic Plan		CEO & KHSC Governance Committee

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PART II: PROVIDE FOR EXCELLENT LEADERSHIP AND MANAGEMENT

II-1	CEO Selection & Succession												CEO Sudden Vacancy + CEO Succession Plan  KHSC Exec Team Succession Plan Update by CEO				CEO & KHSC Governance Committee
II-2	CEO Direction						Q1 reporting		Q2 reporting			Q3 reporting		Legislative Compliance Attestation	Q4 reporting + CEO perf reporting attestation		CEO & KHSC Governance Committee
II-3	CEO Performance Management & Evaluation								CEO Q2 reporting on personal goals & education plan	Final CEO Perf Agreement to Board for 2017-18		CEO Q3 reporting			CEO Q4 reporting & education plan  CEO & COS Perf Agreement 2018-19 + exec team update on learning plans	Written perf evaluation of CEO delivered by Board Chair	KHSC Governance Committee
II-4	CEO Compensation					Exec Comp Perf Pay		Approach to the 2017/18		Draft 2017-18			Annual Exec Comp			Confirm CEO P4P	CEO & KHSC Governance

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						Framework Update		Draft CEO Performance Agreement		CEO Performance Agreement including KHSC Exec P4P allocations for 2017-18 approved  Update on Exec Comp Framework submission			Compliance Report (due May 1)			allocations for 2017-18	Committee
II-5	CEO Expense Reimbursement & Travel							CEO & KHSC Exec Team expense posting (Nov 1)						CEO & KHSC Exec Team expense posting (June 1)	Audit function to confirm CEO expenses during year		CEO Office & KHSC Finance & Audit Committee
II-6	COS Direction, Selection & Succession Planning												COS Sudden Vacancy + COS Succession Plan including physician leadership develop plan				CEO & KHSC Governance Committee

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II-7	COS Performance Management & Evaluation						COS Q1 reporting		COS Q2 reporting on personal goals & education plan		Based on CEO Perf Agreement, ensure COS role captured in COS/VP Med Affairs Agreement for 2017-18	COS Q3 reporting			COS Q4 reporting & education plan  CEO & COS Perf Agreement 2018-19 + exec team update on learning plans	Written perf evaluation of COS delivered by Board Chair/CEO  COS perf agreement for 2017-18	KHSC Board Chair & CEO  COS, CEO & Board Chair - KHSC Governance
II-8	COS Compensation				New KHSC Exec P4P allocations for 2016-17 (for info)	Executive Comp Perf Pay Framework provided							Annual Exec Comp Compliance Report (due May 1)		CEO + new KHSC Exec P4P allocations for 2018-19	Confirm COS P4P allocations for 2017-18	CEO & KHSC Governance Committee

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### PART III: MONITOR QUALITY AND EFFECTIVENESS

III-1	Quality Improvement & Safety		Presentation of HDH Board and KGH Board approved QIPs  Presentation of KHSC Patient Care Initiative – Bedside Handover		OHA Governance Overview for Quality & Patient Safety		Q1 reporting on quality indicators including critical incident reporting  Education: Patient Concerns Processing Update from PCQPC  Patient Safety & Quality Report	Q1 reporting on quality indicators including critical incident reporting  Education: Board's Role in Quality  Annual Report from the Patient & Family Advisory Council  Patient Flow Update	Q2 reporting on quality indicators including critical incident reporting  Patient Flow Update  Patient Safety & Quality Report		Professional Practice Infrastructure in relation to quality and safety report	Q3 reporting on quality indicators including critical incident reporting  Patient Safety & Quality Report	QIP at Board from MAC & PCQPC  Quality Indicators @ KHSC Board – SPI  Review of Accreditation preparation for the A/C Survey in April 2018		Q4 reporting on quality indicators including critical incident reporting  Review Preliminary Results of Accreditation Survey Results  Patient Safety & Quality Report		KHSC MAC for QIP and KHSC Patient Care, Quality and People
III-2	Performance Monitoring					Education: Performance Reporting Presentation to KHSC Board	Q1 reporting		Q2 reporting  CIHI – Your Health System Update			Q3 reporting	Strategic Performance Index (SPI) for 2018-19  Master Board & Cte Schedule 2018-19		Q4 reporting		All KHSC Board Committees

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III-3	Enterprise Risk Management											Annual Enterprise Risk Management Orientation & Report to Board					All KHSC Board Committees
III-4	Principle Based Decision Making						Education: Principle Based Decision Making @ KHSC (deferred)				Ethics Framework						
III-5	Privacy & Security of Information	Orientation includes module on privacy		KHSC Board Member Declaration + Annual Chair confidentiality attestation & Privacy Delegation Form			Q1 reporting by Board Chair		Q2 reporting by Board Chair			Q3 reporting by Board Chair		Annual Report of the Privacy Officer and Oversight of Personal Health Information	Q4 reporting by Board Chair	KHSC Board Member Declaration + Annual Chair confidentiality attestation & Privacy Delegation Form	KHSC Board Members

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III-6	Patient Feedback						Education Module for KHSC Board Patient Concerns Processing  Quarterly Patient Relations Report				Patient Feedback Report & Patient Story  Quarterly Patient Relations Report		Patient Feedback Report & Patient Story		Quarterly Patient Relations Report		KHSC Patient Care, Quality and People Committee
III-7	French Language Services								Touchpoint on FLS for KHSC Board positions			French Language Service Compliance Report to KHSC Board					KHSC Patient Care, Quality and People Committee  KHSC Governance Committee

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PART IV: ENSURE FINANCIAL & ORGANIZATION VIABILITY	
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IV-1	Financial Objectives			As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	As required, Finance & Audit recommend on capital & operating expenditure that exceed mmgt spending authority	KHSC Finance & Audit Committee
								Report from Finance on debt & repayment	Update for current year internal control review activities	Review final 2018-19 hospital internal and capital budgets/ recommend from Finance & Audit			Receive update on current year internal audit report	Financial indicators @ KHSC Board as part of SPI	KHSC CEO Performance Indicator Attestation	KHSC CEO BPSAA Attestation of Compliance	
										Draft HAPS & CAPS							



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IV-2	Financial Planning & Performance		Monthly financial package	Briefing to KHSC Board on hospital funding & fiscal overview  Monthly financial package  Education: Hospital Funding & Fiscal Overview	Investment Policy, Guidelines & Compliance Reporting  Monthly financial package  Education: Overview of MOHLTC Capital Planning Process	Monthly financial package  Stage 2 Functional Planning Submission	Q1 report on H-SAA / M-SAA financial indicators + HSAA compliance  Monthly financial package	Monthly financial package	Q2 report on H-SAA / M-SAA financial indicators + HSAA compliance  Monthly financial package	Monthly financial package	Monthly financial package	Q3 report on H-SAA / M-SAA financial indicators + HSAA compliance  Monthly financial package  Report from Finance & Audit on 10-year capital investment plan	Monthly financial package	Monthly financial package	Q4 report on H-SAA / M-SAA financial indicators + HSAA compliance  Monthly financial package  Recommend from F&A Committee on reappointment of the Auditor  Draft financial statements		KHSC Finance & Audit Committee          KHSC Phase 2 Board Redevelopment Committee
IV-3	Purchasing and Leasing												Annual report to Board from Financial & Audit on competitive tendering compliance		KHSC CEO BPSAA Attestation of Compliance		KHSC Finance & Audit Committee

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IV-4	Signing Officers		KHSC Signing Authority & Banking Resolution													KHSC Signing officers resolution completed	KHSC Finance & Audit Committee
PART V: ENSURE BOARD EFFECTIVENESS																	
V-1	Governance Policy Framework	Orientation module on governance policy framework											2018-19 Master Board & Committee Meeting Schedule Reaffirmed		2018-19 Board Committee Membership Reaffirmed	Annual review of governance framework + KHSC Operating Agreement	KHSC Governance
V-2	Conflict of Interest	Orientation module on COI provisions		Annual recording of conflict provisions for the corporate minutes												Annual Board Declaration + written recording of conflict	KHSC Governance + KHSC Board Members
V-A-1	Director & External Member Declaration	Orientation on annual director declaration		Ensure forms are submitted				Annual declaration update (outstanding forms)									KHSC Governance & KHSC Board Members

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V-A-2	Board Standing & Special Committees		Monthly report to Board (i.e. minutes) from Committee Chair  Final 2017-18 Board Committee comps to KHSC Board	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair		Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	Monthly report to Board (i.e. minutes) from Committee Chair	KHSC Board Committees
V-A-3	Position Description – Board Chair											Provided as part of Chair assessment process			Briefing to Board on election of Chair to include position desc		KHSC Governance Committee
V-A-4	Position Description – Vice Chair(s)											Provided as part of Vice Chair assessment process			Briefing to Board on election of Vice Chair to include position desc		KHSC Governance Committee
V-A-5	Position Description – Board Standing & Special Committees											Part of Cte Chair evaluation & annual selection process			Briefing to Board on Committee Chairs recommend		KHSC Governance Committee

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V-B-1	Process for Nominations of Directors					Approach to KHSC Board Liaison Appointment to HDH Volunteers & KGH Auxiliary	Critical path to select board & committee members & process to Partnership Council	KHSC Gov Committee reaffirms board size & structure		Expression of interest issued in early January for elected members to continue	Selection process update at KHSC Board		Selection process update at KHSC Board	Draft slate to Partnership Council following May 7 Board meeting	Final slate presented for election including briefing on term rotation		KHSC Governance Committee
V-B-2	Process for Selection of Board Officers								Critical path to select Chair/Vice Chair & Other Officer positions			Officer Assessment Feedback	Issue nomination pkg for officer positions		Board Officers recommend-ation approval		KHSC Governance Committee
V-B-3	Process for Nomination of Chair, Directors & External Members of Board to Standing & Special Committees								Critical path to select committee chairs, external members	Expression of Interest to include Director interest in Committee Chair & Committee work						Final 2018-19 Board Committee comps following consult with Committee Chairs	KHSC Governance Committee

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V-B-4	Board Orientation & Ongoing Development	Orientation Session with DDO & BLG (Site tours were held in March 2017)		Approach to Board education plan presented / needs assessment process confirmed	Board education plan approved			Board Education Plan: Update from OHA Sessions – Essentials in Governance for New Directors & Understand Health Care System	Report from KHSC Board member(s) following OHA Health-Achieve							Report from KHSC Board member(s) attending IPFCC Conference	KHSC Governance Committee
V-B-5	Board Goals & Work Plan			Update on Board & Committee Work Plans provided	Deliver final draft KHSC Board & Committee Work Plans		Confirm Board goals for 2017-18	Draft Integration Work Plan		Inform Board of approach to mid-year committee reports	Receive mid-year KHSC Board Committee Reports					KHSC Board receives year-end Committee reports	KHSC Governance Committee
V-B-6	Board Meetings, Board Agenda Development, Consent Agenda	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO/Chair set Board agenda based on Board approved work plan  Board agenda posted on websites	KHSC CEO & Board Chair  Recording Secretary

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V-B-7	Board & Individual Director & External Member Evaluation					1:1 Board Chair & Member Meetings Update	Framework Overview for Board Evaluation Process			Draft annual evaluation plan – coordinate with Committee Chairs	Annual evaluation plan presented to Board			Evaluation results reviewed by KHSC Gov + update @ Board	Throughout June, feedback to individual Board & committee members	Final 2018-19 Board Committee comps	KHSC Governance Committee
V-B-8	Reimbursement of Director & External Member Expenses							Board member expense posting (Nov 1)						Board member expense posting (June 1)			CEO Office
V-B-9	Review of Board Policies	Reference to KHSC Board Policies at orientation	KHSC Ctes to identify revisions post April orientation sessions								Touchpoint on whether revisions to KHSC board policies			Final adjustment to Corporate Bylaws & policies			KHSC Governance Committee
V-C-0	Process for Selection of Patient Experience Advisors to KGH Board & Committees		Briefing on proposed process for Board position			Recommendation to KHSC Board in advance of September Board meeting	KHSC Patient Experience Advisor attends first board meeting										KHSC Governance Committee

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### PART VI: BUILD & MAINTAIN POSITION RELATIONSHIPS

VI-1	Support & Relationship with UHKF					UHKF CEO Monthly report to Board  UHKF Amending Agreement Post Integration provided  Local Share Plan Update – Feasibility Study Recommend	UHKF CEO Monthly report to Board	UHKF CEO Monthly report to Board	UHKF CEO Monthly report to Board	UHKF CEO Monthly report to Board	UHKF CEO Monthly report to Board	UHKF CEO Monthly report to Board	UHKF CEO Monthly report to Board	UHKF CEO Monthly report to Board	UHKF CEO Monthly report to Board		KHSC Governance Committee
VI-2	Corporate Communications	Post KHSC Board minutes on web  Ensure KHSC Meeting dates are posted	Post KHSC Board minutes on web  Ensure final KHSC Bylaw, TOR & policy manual are posted	Post KHSC Board minutes on web  Post KHSC Board comps on website	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	Post KHSC Board minutes on web	KHSC Finance & Audit

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – KHSC BOARD WORK PLAN 2017-18

Month		April	May	May	June	August	Sept	October	November	January	Feb	March	March	May	June	June	Most Responsible Committee & Additional Comments
Date		10 2017	4 2017	29 2017	26 2017	21 2017	25 2017	30 2017	30 2017	08 2018	12 2018	5 2018	28 2018	7 2018	11 2018	25 2018	
Focus		Orientation & Gen Bus	General Business	General Business 2017-18 Annual Corporate Plan (ACP)	General Business + 2017-18 ACP Strategy Performance Index	Summer Update + Executive Compensation Framework (final)	Q1 reporting + Approach to Develop New KHSC Strategy	General Business	Q2 reporting & touchbase on Annual Corporate Plan for 2018-19	HAPs & CAPs approval for 2018-19	General Business	Q3 reporting, operating & capital budget approval ACP 2018-19	QIP Approval & ACP Strategy Performance Index 2018-19	General Business	Q4 reporting + attestations + AGM	P4P + MAC recommend	
Policy	Policy Reference																
VI-3	Political Contributions														Attestation by KHSC CEO confirming compliance		KHSC CEO
VI-4	Naming of KHSC Assets	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	Finance & Audit bring forward donor namings per policy	KHSC Finance & Audit Committee
VI-5	Temporary Removal of Religious Icons													Oversight by Patient Relations Program annual update			KHSC Governance Committee



## BOARD POLICY & COMMITTEE TERMS OF REFERENCE – KHSC BOARD WORK PLAN 2017-18

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Policy	Policy Reference															

## OTHER – BYLAW PROVISIONS

15.1-b	Appointments & Reappointments	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	MAC recommend-ations	KHSC MAC
20.2	Appointment of Head of Department / Deputy Heads			Family Medicine Headship  Diagnostic Radiology Deputy Head		Oncology Acting Headship	Psychiatry Headship  Emergency, Adult/Child Psychiatry, Urology, Ophthalmology Deputy Head	Oncology Deputy Head	Urology Headship	Medicine, Obstetrics & Gynaecology and Ophthalmology Headships  Oncology Acting Headship							
29.1	Committees & Programs Required by PHA – Medical Advisory Committee	Monthly COS and MAC Report to the Board (March MAC)	Monthly COS and MAC Report to the Board (April MAC)	Monthly COS and MAC Report to the Board (May MAC)	Monthly COS and MAC Report to the Board (June MAC)	Monthly COS and MAC Report to the Board (July & August MAC Exec)	Monthly COS and MAC Report to the Board (Sept MAC) Department of Emergency Medicine presentation to Board	Monthly COS and MAC Report to the Board (Oct MAC)	Monthly COS and MAC Report to the Board (Nov MAC)	Monthly COS and MAC Report to the Board (Dec MAC)	Monthly COS and MAC Report to the Board (Jan MAC)	Monthly COS and MAC Report to the Board (Feb MAC)	Monthly COS and MAC Report to the Board (Mar MAC)	Monthly COS and MAC Report to the Board (April MAC)	Monthly COS and MAC Report to the Board (May MAC)	Monthly COS and MAC Report to the Board (June MAC)  Reference MAC when Board Standing Committees Structure confirmed	KHSC COS & MAC Chair

## BOARD POLICY & COMMITTEE TERMS OF REFERENCE – KHSC BOARD WORK PLAN 2017-18

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Policy	Policy Reference																
29.2	Committees & Programs Required by PHA – Fiscal Advisory Committee				FAC minutes provided as part of Finance & Audit Committee report to Board		CEO report to the Board will include FAC membership	FAC minutes provided as part of Finance & Audit Committee report to Board			FAC minutes provided as part of Finance & Audit Committee report to Board			FAC minutes provided as part of Finance & Audit Committee report to Board		Reference FAC when Board Standing Committees Structure confirmed	KHSC Finance & Audit Committee and CEO
29.3	Chief Nursing Executive														Briefing to the Board on slate will include ex officio board positions		KHSC Governance Committee
29.4	Nurses & Other Staff and Professionals to Committees													Annual CNE report to the Board to address			KHSC Patient Care & People Committee
29.5	Retention of Written Statements (25-year destruction of medical records, notes, charts)											CEO Staff Report to Board to include compliance statement					KHSC CEO
29.6	Occupational Health & Safety Program							Workplace Violence Prevention Update							Annual Occupational Health & Safety Report to CEO + Board		KHSC Patient Care, Quality and People Committee KHSC CEO

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – KHSC BOARD WORK PLAN 2017-18

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Policy	Policy Reference																
29.7	Health Surveillance Program													Annual Health Surveillance Program Update Report to CEO + Board			KHSC Patient Care, Quality and People Committee  KHSC CEO
29.8	Organ Donation														Trillium Gift of Life Update		KHSC Patient Care, Quality and People Committee
30.1	Rules of Order	Confirm															KHSC Board

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – KHSC BOARD WORK PLAN 2017-18

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Policy	Policy Reference																

EDUCATIONAL OPPORTUNITIES

	Deep Dive Presentation & Continuing Education	Education: Orientation with legal counsel	Education: Overview of KHSC / Queen's Affiliation Agreement – KHSC Board approval of updated affiliation agreement	Education: Hospital funding & fiscal overview  Education: Integrated Research Enterprise	Education: Overview of MOHLTC Capital Planning Process + Phase 2 Project Overview  Education: Performance Reporting  Education: Overview of Accreditation Canada Governance Standards	Education: Patient Concerns Processing Update from PCQPC  Education: Performance Reporting Presentation to KHSC Board  Generative: Robotics for Innovation & Minimally Invasive Surgery	Education: Approach to Phase 2 Redevelop Functional Plan Submission  Phase 2 Hospital Funding Recommendation	Education: Principle Based Decision Making @ KHSC  Education: Role of UHKF & KHSC Board / Overview of Operating Agreement  Education: Staff, Physician & Volunteer Engagement  Education: Accreditation Update	Education: Board's Role in Quality (Update from HealthAchieve Session in November) (deferred to March Board meeting)	No education component due to limited agenda items re: HAPs / joint meeting with Finance and Audit & Board	Education: Accreditation Canada Standards	Annual Enterprise Risk Management Orientation & Report to Board  Education: Board's Role in Quality (Update from HealthAchieve Session in November)	Education: Alternative Funding Plan / SEAMO Update	Education: Professional Practice Update & CNE Annual Report	No education component due to agenda volume at June meetings	
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