

**Annual Compliance Report – Operating Agreement  
from the KHSC President and CEO to the Board of Directors  
April 1, 2021 to March 31, 2022**



On March 31, 2022, nearly five years to the day since Kingston General Hospital (KGH) and Hotel Dieu Hospital (HDH) staff gathered in City Park to mark the official creation of Kingston Health Sciences Centre (KHSC), they gathered again to mark KHSC's fifth anniversary.

On April 1<sup>st</sup>, 2017, a tree was planted in City Park - between the two hospital sites to mark a new chapter for our organizations. Fifth anniversaries are traditionally celebrated with gifts crafted from wood to represent deep, strong roots. This is true for us at KHSC where over the last five years, we have built strong roots together. When the integration of the two organizations was announced, the two hospitals entered into an agreement that protected the unique cultures at each site, including the faith-based mission and history at HDH, and the secular traditions at KGH. Five years ago many people in health care watched this integration with interest as we brought together Catholic and secular hospital sites into one new organization – KHSC staff, physicians and volunteers have demonstrated that not only did we survive, but have thrived.

Over the last five years KHSC has become nationally recognized as one of Canada's premier health sciences centres, for both the highly specialized care offered to patients and families, but also for the health research that is being conducted in its research institute. This recognition came at a time as our new organization was navigating a pandemic, operating a new COVID assessment centre, accepting hundreds of COVID patients from Toronto, and running vaccination clinics all while navigating very difficult staffing shortages. At the event, Dr. David Pichora stated how incredibly proud he was of what everyone has been able to accomplish together noting that all KHSC's accomplishments would not have happened without the leadership, perseverance and commitment to KHSC's mission of caring for patients, families and each other through everyday actions, significant moments and exciting breakthroughs.

The following report is intended to demonstrate how the KHSC Board of Directors and executive team have ensured that the objectives outlined in Section 2 of the Operating Agreement have been met as well as how we will continue to fulfill our obligations into the future.

*Article 2.02 Objectives of the Operating Agreement. The Parties agree and confirm that the objectives of the Operating Agreement (collectively the “Operating Agreement Goals”) are as follows:*

- (a) Ensure the overall mission, vision and values of KHSC are at all times consistent with the mission and values of both HDH and KGH, recognizing the mission, vision and values of KHSC may evolve over time so long as such evolution is consistent with the Operating Agreement;*
- (b) Ensure the continued operation of both the KGH and the HDH campuses of KHSC;*
- (c) Protect and maintain campus-specific mission statements that recognize and respect the unique histories, traditions, missions and values of HDH and KGH;*
- (d) Preserve and guarantee a continued Catholic mission and approach to health care at the HDH site located at 166 Brock Street, together with the following satellite sites are which health care programs are (or may in the future) be provided: Detox Centre, Ininew Patient Services, vacant parking lot, and Youth Shelter and collectively the HDH Site at 166 Brock Street;*
- (e) Document that the HDH Campus will continue to be owned by HDH, but leased in its entirety to KHSC pursuant to the ground leases;*
- (f) Preserve and guarantee a continued secular mission and approach to health care at the KGH site;*
- (g) Establish a Partnership Council as a mechanism to hold the KHSC Board of Directors accountable for KHSC’s compliance with the Operating Agreement;*
- (h) Provide a framework to manage and minimize disputes that may arise between the Parties from time to time;*
- (i) Provide a methodology to resolve disputes and, if necessary, unwind the Integration on an orderly basis, if required by either Party in accordance with the Operating Agreement.*

Overall Mission, Vision and Values of KHSC are Consistent with Missions and Values of HDH & KGH

In September 2018, the KHSC Board approved the first five-year strategy for KHSC, called *Transforming Care, Together*. This strategy was built through an extensive consultation process that engaged internal and external partners and stakeholders over a period of a full year. Included in the strategy were the first Mission, Values and Vision for KHSC:

***Our Mission***

*We care for our patients, families and each other through everyday actions, significant moments and exciting breakthroughs.*

***Our Vision***

*Partnering in care, discovery and learning to achieve better health for our communities while transforming the health care system.*

***Our Values***

*Compassion, partnership, respect, excellence, innovation.*

A significant focus for all of KHSC and its sites over the past fiscal year continues to be COVID. During challenging times such as a pandemic, our mission, vision and values are what sustain us, help us work effectively together and guide decision-making. A few highlights from the past year include:

- Assessment Centre at Beechgrove continues to support members of our community including KHSC staff for COVID testing requirements and this past year the staff ensured emerging community needs were met by sending out “Swab Squads” on multiple occasions to areas of high risk when there was a known exposure (e.g. the Integrated Care Hub, homeless communities). The team has also been providing COVID vaccines over the past several months – again showing a lot of flexibility in adapting when required and work in partnership with KFLA Public Health to support community needs;
- Screening and Access Control staff and leadership teams initiated, along with internally created information systems to support screening, smooth entry and contact tracing efforts;
- Clinical services adjusted to meet provincial directives (ramp down/ramp up), new delivery methods (e.g. virtual care strategies) and local needs (increasing throughput to decrease clinical backlogs);
- Personal Protective Equipment (PPE) stewardship program in place and PPE dashboard created to enhance transparency;
- Supply chain disruptions managed in partnership with Shared Services Organization (3S0);
- Wellness strategies increased to include regular Sprinkle Some Joy giveaways for staff, Wellness Carts, Wellness Wednesday virtual learning sessions, and rapid access to enhance mental health and other supports;
- 70 bed Alternate Health Facility (AHF or Field Hospital) build, equipped and readied to support possible COVID surge at the KGH site;
- New level 2 and 3 ICU beds opened (KGH site) along with new surgical beds opened (HDH site);
- During Fiscal 2021, KHSC welcomed 1100 new hires and supported 2,460 internal transfers;

- Zoom and Microsoft Teams meeting systems continue to support online meetings, including KHSC Board and committees;
- Communication enhanced to facilitate pan-organizational email updates, regular virtual Town Hall meetings, and weekly leadership meetings.

Each of these efforts has exemplified our mission and values in tangible ways during the most extraordinary of circumstances. Clinical care and services continued to be delivered with compassion and high quality in the midst of the stress, strain and changing environment of a global pandemic.

#### Operation of the KGH and HDH Campuses of KHSC

The KHSC Board is required to demonstrate to the Partnership Council the continued operation of the KGH and HDH sites of KHSC.

KHSC continues to be Southeastern Ontario's largest acute-care academic hospital. Consisting of our Hotel Dieu site and Kingston General site, as well as the Cancer Centre of Southeastern Ontario and research institute, KHSC cares for more than 500,000 patients and families from across our region. As one of Kingston's largest employers, we employ over 5,500 staff, 625 physicians, 585 residents and 400 medical students, along with more than 2,000 health-care learners and 1,000 volunteers who are committed to partnering with patients and families to ensure we continually provide high quality, compassionate care. Fully affiliated with Queen's University, we are ranked as one of Canada's top research hospitals.

The Kingston General site is a community of people dedicated to transforming the patient and family experience through innovative and collaborative approaches to care, knowledge and leadership. As southeastern Ontario's leading centre for complex-acute and specialty care, KGH serves people from across the region through its Kingston facility and 24 regional affiliate and satellite sites. KGH also serves as the regional referral centre for cardiac, stroke, renal, trauma, neurosurgery, pediatrics, neo-natal, high-risk obstetrics and cancer care.

The Hotel Dieu site is the ambulatory care teaching and research hospital for Kingston and Southeastern Ontario providing expert care to patients and families in the region through specialized programs including pediatrics, medicine, ophthalmology, cardiology, urology, surgery, mental health, oncology and urgent care. We deliver quality, safe health care, while advancing innovative research and educating the health care professionals of the future.

The integrated website for Kingston Health Sciences Centre contains information about both of the legacy hospital sites providing a brief history of our respective roles ([www.kingstonhsc.ca](http://www.kingstonhsc.ca)). In addition, the Intranet (internal-facing) contains content specific to each site, along with mission content. We share both the internal and external communities a summary of the Operating Agreement that was signed on April 1, 2017. There are also links to the KHSC Board of Directors and executive team, along with members of our Patient & Family Council, and information about our integrated annual corporate plan and strategic plan.

### Protecting and Maintaining Campus Specific Mission Statements – Our Unique Histories & Traditions

KHSC remains committed to continuing site specific traditions. Once again this past summer, KHSC partnered with Elite Window Cleaners to do a “Superheroes Day” on July 16, 2021. Specially trained staff from Elite dressed in superhero costumes and visit through the upper floors of the KGH site with children, babies and their family members, often sharing signs and messages of encouragement. This has been an annual tradition at the KGH site with staff and families dressing up in hero capes and costumes and is seen as a welcome distraction for admitted children. Images are posted with permission on social media generating tremendous goodwill and enthusiasm in the community.

Again this year, our “Be the change BBQ” – a welcome-back style event for staff after the summer and an opportunity to share our day-to-day Mission with each other, had to be cancelled at the HDH site due to COVID restrictions.

Another way that staff support the mission of caring for the vulnerable in our community is demonstrated through staff and physician support of the United Way. The Workplace Campaign kicked off last Fall and on November 23, 2021 members of the workplace campaign announced an increase in donors as well as almost \$70K being raised to support community projects.

With the help of the Royal Canadian Air Force, Santa Claus arrived on a CH146 Griffon helicopter from the 438 Tactical Helicopter Squadron located in St-Hubert, Quebec on December 7, 2021 for an early Christmas visit at the KGH site. CFB Kingston 1 Wing Headquarters ensured that Santa made a stop during his visit – all part of Operation HO HO HO!

While our annual Christmas tea gatherings at the HDH and KGH sites had to be cancelled due to COVID restrictions, on December 8, 2021, KHSC Board Chair Axel Thesberg and CEO David Pichora joined Sister Marilyn Larocque and a few members of the Mission & Values Coordinating Committee, celebrated the Lighting of the Christmas Tree at the Hotel Dieu site and the Laying of Jesus in the Manger. Individually wrapped Christmas cookies were also handed out at the staff entrances as a bit of festive cheer in December. Through the People Services department, additional activities were planned over the holiday season to “sprinkle joy” for staff, including give-aways (individually wrapped candy canes), and draws for prizes. As always, Christmas day treats for staff who worked on Christmas day were prepared and individual treats were delivered at both hospital sites on December 25. This small token of appreciation provided a safe expression of gratitude for all staff and physicians who were supporting our operations on Christmas day. Feedback was very positive.

KHSC staff were generous in their donations to this year’s annual coat drive which included socks, mitts and hats. The United Way reached out to ask about KHSC plans and to help organize a community coat drive. Working with St. Mary’s Parish Hall centre, items were distributed and available to those in need.

Continuing the tradition of giving and recognizing the contributions of staff across both sites, the HDH Mission Awards (the Jerome Le Royer Award and the Jeanne Mance Award) along with the KHSC Team Awards in the categories of Leadership, Knowledge, and Care along with the Exceptional Healer Award were presented. We hope to come together in 2022 to celebrate the marking of Founder’s Day and St. Joseph’s Feast Day – special events in the HDH site history.



The COVID pandemic has also necessitated creative ways to ensure we continue to offer a usual compassionate response across our sites, consistent with our site-specific and shared missions. During COVID, some of the usual compassionate and welcoming responses have required adjustment. A number of strategies are in place to continue to offer some support for those who need it, including:

- Portable washrooms are available outside the KGH main entrance (Davies 1) and ED/Burr Street entrance. While these also offer convenience for family members unable to enter the hospital with family members seeking care due to COVID restrictions, these facilities also provide easy access to safe and clean washrooms for homeless persons. We have worked with the provider of the portable washrooms and our own environmental services staff to ensure the facilities are regularly cleaned and replenished.
- A small supply of blankets and other warm items is available at the main entrance to give to those persons who come to the front door on cold days seeking help. In addition, screeners and security officers have been provided with information about community agencies in town such as warming centres and meal services to share with those at risk
- Social Workers, the UCC, COPC and the Detox Program have all been provided with supplies of clean hats, mitts and socks to give to clients/patients who are vulnerable and/or cold.
- Wipeable patio chairs have been made available under an outdoor canopy on the front ramp to shelter family members awaiting a loved one who is at HDH site for care. This has proved a safe and comfortable alternative to waiting in a vehicle when patients are unable to bring their loved one in to their appointment with them due to COVID restrictions
- Internally developed online tools have been created to provide a safer and more seamless entry for patients who require a caregiver/family member to attend with them because they are frail, have dementia/brain injury or other conditions for which they need in-person support. This system allows clinical teams to identify that a patient must be escorted to their visit and allows screeners to gather information required for contact tracing purposes with ease. A similar system was developed in-house to support safe visiting by one identified family member of any surgical patients or inpatients at the HDH site
- Partnering with Patient Advisors during COVID to ensure that we always work to balance the tensions between safety and compassion. Patient advisors are consulted regularly and have provided invaluable input into family presence (visiting) policies, information and supports. KHSC is one of very few hospitals in Ontario that has been able to maintain consistent (albeit slightly imperfect) access to ongoing family presence for inpatients, including all patients (including COVID positive patients) who are dying. A number of internally developed electronic tools have supported rigour around screening, verification and support for designated family members to be able to visit their admitted loved ones. These systems also support contact tracing requirements.

Again this year, the KHSC Executive team and each of the KHSC Board committees worked through an actual ethical issue using the ASSIST principle-based decision making tool. ASSIST is an easy to use principle-based decision-making tool that respects the site specific ethics traditions, while helping people walk through easy to understand steps to contemplate and resolve ethical issues. KHSC adopted an Ethics Framework that includes governance ethics, organizational ethics, clinical ethics and research ethics quadrants.

#### Preserve & Guarantee the Continued Catholic Mission and Approach to Health Care at HDH Site

The KHSC Executive team confirms that KHSC has honoured the *Catholic Health Ethics Guide* since integration occurred. This includes ensuring that procedures and approaches are carried out at the Hotel Dieu site that are consistent with the Guide. No adjustments have been made to the Catholic mission and approach to health care at the HDH site and its “other vote” programs (Detox Centre, Ininew Patient Services, and KidsInclusive). Support by KHSC remains the same.

We also confirm that the necessary personnel and resources continue to be available by KHSC to provide spiritual, pastoral and religious care, Catholic ethics and educational programs for staff and volunteers located at the Hotel Dieu site. Hotel Dieu continues to be a member of the Catholic Health Association of Ontario (CHAO) and Catholic Health International (CHI). Hotel Dieu also maintains a commitment to providing spiritual ceremonies and symbols. This includes events (which were delivered virtually this year) such as the Christmas tree lighting, bringing the Christ Child to the manger, covering the Risen Christ in the Chapel during Lent, and other activities that nurture the spiritual health of HDH. Because of COVID restrictions, we were unable to hold in-person masses in the HDH site Chapel, but worked to deliver important services through virtual means wherever possible. The HDH Board welcomed His Grace, Archbishop Mulhall to their regular meeting in January 2022.

#### Ownership of the HDH Campus / Leasing Obligations to KHSC

HDH properties 166 Brock Street, Kingston (main HDH site); 234-238 Brock Street, Kingston; 176 Johnson Street, Kingston (Ininew Patient Services); 10 Montreal Street, Kingston (parking lot), and 240 Brock Street (Detox Centre) have been leased to KHSC and the facilities team confirms that KHSC has and will continue to maintain these buildings to safe standards and that any deficiencies identified would be required to go through the KHSC capital planning process. The property at 234 Brock St. normally used by the Kingston Youth Shelter was temporarily vacated in spring of 2020 for a City-owned property that could support the necessary isolation and physical distancing required for homeless youth. The Youth Shelter continues to use the Brock St. property for some of its daytime operations only during COVID.

#### Preserve & Guarantee the Continued Secular Mission and Approach to Health Care at KGH Site

The KHSC Board confirms that the KGH Campus has continued to deliver the programs and services that were offered prior to integration. The focus remains on transforming the patient experience through an ongoing commitment to patient and family centred care. The principles of respect, engagement, accountability, transparency and value for money continue to be

upheld. The commitment to patient and family-centred care has been explicitly reaffirmed in the *Transforming Care, Together* strategy.

#### Establish a Partnership Council as a Mechanism to Hold the Board Accountable for KHSC's Operating Agreement

Hotel Dieu and Kingston General appointed three representatives to attend Partnership Council meetings. Hotel Dieu Chair Laurie Newport and board members Margaret Shepherd and Michael Hickey joined Kingston General Chair George Thomson and board members Donna Janiec and Bill Robertson to serve on Council.

Another obligation identifies the need for KHSC to coordinate regular meetings of the Partnership Council and to ensure that the KHSC CEO coordinates the development of the agenda with the Chairs of Hotel Dieu and Kingston General. These bodies met over the course of Fiscal 2021/22 and received fulsome reports about KHSC and its sites from the KHSC Board Chair Axel Thesberg and President & CEO Dr. David Pichora. This also serves a confirmation that other members of the senior team at KHSC were in attendance, as required, to support Partnership Council deliberations.

#### Framework for Dispute Resolution

In 2019, Partnership Council members discussed and confirmed the following skills attributes if a mediator was required: a) someone with legal expertise and a track record in alternative dispute resolution; b) working knowledge of Ontario's healthcare system; and c) a general understanding of issues related to Catholic versus secular healthcare.

Provide Methodology to Resolve Disputes – Unwind the Integration in an Orderly Fashion  
For the period April 1, 2021 to March 31, 2022, the application of the dispute resolution framework was not required. KHSC continues to receive support and positive feedback from the Ministry of Health, Ontario Health, partner hospitals, and the community.

#### Other

The Operating Agreement also describes the rights and duties of the Partnership Council under the Operating Agreement between Hotel Dieu, Kingston General, and the Kingston Health Sciences Centre Board.

#### Partnership Council Decisions

The KHSC Board understands that the Partnership Council has met its obligation to provide the KHSC Board with a copy of all its decisions. A copy of the Partnership Council minutes are appended to this report.

#### Meet Semi-Annually

Partnership Council has met its obligations to meet semi-annually. Council held meetings in May, September and November 2021 and February, April 2022. The next meeting of Council is scheduled for May 2022.



KHSC Board to Consult during KHSC Board Selection Process

2021-22 KHSC Board Slate Update:

At the February 2022 Partnership Council meeting, Axel Thesberg provided members with an update on the successful recruitment to replace Glenn Vollebregt on the KHSC Board (resigned August 2021). An adjustment was needed to the KHSC Board 2021-22 slate to include Laura Talbot-Allan who was replacing Glenn Vollebregt for the term 2021-24.

2022-23 KHSC Board Slate Update:

At the February Partnership Council meeting, members were briefed on the nominations/recruitment process for Board vacancies for 2022-23. No concerns with the process were expressed with the work to-date.

At the April 2022 Partnership Council meeting, recent recommendations endorsed by the KHSC Board were shared as background and in support of the 2022-23 recruitment processes:

*Whereas* the KHSC Board of Directors is committed to maintaining a skills-based board that, in aggregate, is fully qualified to address the key matters that are anticipated to come before the board; and

*Whereas* recent surveys of KHSC Board members indicate the board's strong commitment to broadening its membership profile to better consider the diverse perspectives of the communities we serve; and

*Whereas* the number of Committees of the KHSC Board of Directors, and hence member workload, increased during 2021-2022; and

*Whereas* the KHSC Board of Directors is committed to a renewal strategy that ensures an appropriate balance between continuity and rejuvenation of the Board in keeping with the principles of good governance; and

*Whereas* the strategic needs of the organization have changed materially in recent years;

*The Governance Committee recommends the following:*

1. *THAT the KHSC Board of Directors endorse a change to Bylaw 4.1 "Composition of the Board" to allow for an increase in board members of between 12-14 elected positions; and*
2. *THAT the KHSC Board of Directors direct the Governance Committee to recruit up to three (3) additional directors for 2022-23; and*
3. *THAT for the 2022-23 year the skillsets for recruitment are those which support the strategic priorities as outlined in the briefing note; and*

4. *THAT the KHSC Board of Directors approve the adoption of staggered and variable terms of renewal commencing in 2022-23 to ease the impact of multiple directors reaching the maximum tenure simultaneously in 2025-26; and*
5. *THAT the KHSC Board of Directors adopt the proposed Recruitment/Nomination matrix as a tool to better inform the Board about its recruitment needs; and*
6. *THAT the KHSC Board of Directors direct the Chair of the Governance Committee to administer the proposed confidential and voluntary self-identification diversity survey to existing board and potential new members, with responses to be shared only in the aggregate, as a tool to better inform recruitment needs.*

The KHSC Board and Governance Committee will continue to stay on track with the critical path that was passed at the Partnership Council meeting in February, namely to commence the nominations process and to bring forward the slate to the Partnership Council at its May meeting. At the April 7, 2022 Partnership Council meeting, members endorsed the deliverables noted above to further support the KHSC Board nominations process.

#### Approval/Removal of Each Individual Serving on KHSC Board

As outlined in the Operating Agreement, during the first three years Partnership Council is responsible for approving each individual serving on the KHSC Board (both elected and ex officio positions) following this period (now complete), the Partnership Council is responsible for approving the KHSC Board slate.

The results from the 2022-23 Expression of Interest form distributed to elected KHSC members in January 2022, confirmed that all elected members expressed a desire to continue serving on the KHSC Board. Partnership Council was briefed at their meeting held in April 2022 on the work to-date including an adjustment to the KHSC Corporate Bylaw that would allow for “12-14 elected members” being available going forward. This adjustment will be considered by the Members of the Corporation at their June annual general meeting.

#### KHSC Board to Consult Prior to Commencing KHSC CEO Selection Process

The KHSC Board confirms that there is no expectation for CEO vacancy at this time. The KHSC Board Chair, Axel Thesberg, did share with Partnership Council the Board’s unanimous endorsement of a five-year extension of the President and CEO, Dr. David Pichora, to March 31, 2027.

#### Partnership Council’s Right to Approve:

Article 5.16 (c) outlines Partnership Council’s right to approve KHSC’s fundamental corporate and governance decisions in the following areas. The KHSC Board wishes to confirm and provide the following updates:

- Amendments to the letters patent of KHSC
  - KHSC Board confirms no changes to the letters patent of KHSC
- Amendments to the Bylaws of KHSC (but only to the extent such amendment is inconsistent with a matter dealt with in the Operating Agreement)
  - Members of the Corporation will consider the adjustment to KHSC Board size – change from 12 elected members to 12 to 14 elected members at its June 2022 meeting
- Decision to dissolve KHSC
  - Over this past year, there has been no discussion or consideration of dissolving KHSC.
- Decision to cease carrying on operations as a public hospital at 166 Brock Street
  - The HDH site will continue to provide programs and services to the community served by KHSC.
- Decision to sell or lease or otherwise dispose of all or substantially all of KHSC's assets
  - The KHSC Board confirms that there is no desire to sell/lease or dispose of KHSC assets.
- Changes in the membership of Partnership Council
  - There were no changes in Partnership Council during this period.
- Material change to the mission, vision, values of KHSC that is inconsistent with the Operating Agreement
  - There have been no material changes this past year.
- Material change in the campus-specific mission and values of either KGH or HDH campuses
  - No changes to the campus-specific mission and values were contemplated or made this past year.

#### Partnership Council's Right to Approve Transactions between KHSC & Third Parties

The KHSC Board wishes to confirm that there were no third party transactions between April 1, 2021 and March 31, 2022.

#### KHSC Board to Consult – Measurable Indicators for Determining HDH Mission, Vision, Core Values

Several key documents informed the development of the performance indicators for the KHSC Board:

- 1) the Operating Agreement;
- 2) Catholic Health International's "Working Together – A Core Document for Sponsorship and Governance of Catholic Corporations";
- 3) the Catholic Health Ethics Guide; and
- 4) the Values Integration Assessment Process completed through Catholic Health International prior to integration.

Receive Annual Reports regarding KHSC's Overall Performance as it Relates to Operating Agreement

Article 5.17 outlines KHSC's annual reporting requirements from persons holding responsibility for pastoral care, mission and Catholic ethics at the Hotel Dieu site and programs, as well as information in respect of the status and quality of Catholic education programs.

Elizabeth Bardon, Vice-President of Mission, Strategy Integration and Support Services, was responsible for overseeing portfolio until her departure from KHSC on January 28, 2022 and subsequent retirement effective March 31, 2022. Portfolio accountabilities were assigned to Sandra Carlton, Executive Vice President and Chief Human Resources Officer. Staff, physicians and volunteers from across KHSC wished Dr. Neil Elford all the very best as he retired in 2021. Dr. Elford's position was shared as Director of Spiritual Health, Mission & Ethics for both the HDH site and also for Providence Care as well as the Director of Spiritual Health for the KGH site.

KHSC welcomed Kelly Collins to the role of Director of Spiritual Care, Mission and Ethics in November 2021. Prior to accepting this appointment, Rev. Collins practiced as Professional Practice Lead and Pastoral Educator at St. Joseph's Healthcare in Hamilton. An ordained Baptist Minister, she is a Certified Spiritual Care Practitioner and Certified Spiritual Care Supervisor-Educator registered with the College of Psychotherapists of Ontario. Rev. Collins has a Master of Arts in Theology – Spiritual Care and Psychotherapy along with a Master of Divinity and is currently working towards a PhD in Human Relations.

Despite the challenges of the pandemic, efforts continue to connect with the RHSJ Sisters on a regular basis to ensure the Sisters remain part of the larger HDH community. In the January 2022 edition of *The Torch* (the monthly newsletter from CHI), a lovely photo and recognition of Sister Annette Valade's 100<sup>th</sup> birthday was shared and posted on the KHSC website.

Partnership Council's Right to Continue to Display the Name HDH & Outward Manifestations of a Catholic Hospital

Hotel Dieu and KHSC Board of Directors wish to confirm that the name Hotel Dieu Hospital continues to be displayed and that there have not been any adjustments to outward Catholic manifestations at the HDH site.

Partnership Council's Right to Continue to Display Kingston General Hospital

Kingston General and the KHSC Board of Directors wish to confirm that the name Kingston General Hospital continues to be displayed.

KHSC Leadership Team – Leadership Formation Program of CHI

All executive employment contracts within KHSC have an obligation to complete the Catholic Leadership Program within 2 years of hire.

The Catholic Leadership Foundation Program completion was delayed due to COVID in Fiscal 2022. As a reminder, in October 2019, five delegates began the two-part program in Montreal.

HDH site Spiritual Health Practitioner Isaiah Dada, Women & Children's Director Stacey Wolfrom, Mental Health & Addictions Manager Nicholas Axas, Learning and Talent Development Director Micki Mulima, and HDH Board Chair Laurie Newport. The feedback from the participants was positive and the second module should have been completed in May 2020 (again, this has been delayed). KHSC has already started to identify the next leaders to participate in program.

Section 6.06 of the Operating Agreement states that the KHSC Board will also participate in ongoing Catholic healthcare education offered by CHI or other similar service providers. Many of the usual learning opportunities offered through Catholic Health International, Catholic Healthcare Association of Ontario or the Catholic Healthcare Association of Canada were deferred due to the pandemic. A program offered in early March 2021 to all graduates of the Catholic Health Leadership Program was attended by several KHSC graduates.

During the past year, Dr. David Pichora has participated in a number of Catholic Health Alliance of Canada and Catholic Health International forums including the May 2021 CHAC annual conference as well as regular CEO leadership forums. Partnership Council member and HDH Board Chair Laurie Newport along with Dr. David Pichora were invited to attend the Catholic Health Association of Ontario's annual conference in October 2021. Catholic Health International will be holding their Spring conference in April 2022 and Sandra Carlton will be joining David Pichora for this virtual session focusing on why Catholic health care matters.