

**TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN  
KHSC RESEARCH COMMITTEE  
2024-25**

Reviewed: Senor Leadership Team August 14, 2024  
Discussed: Committee Chairs Planning Session August 21, 2024  
Endorsed: Research Committee October 8, 2024  
Approved: KHSC Board October 28, 2024

Month	MRP	October	November	January	March	April	June
Date		8 <sup>th</sup>	19 <sup>th</sup>	14 <sup>th</sup>	4 <sup>th</sup>	15 <sup>th</sup>	3 <sup>rd</sup>
Board Reporting		October 28 Board	December 16 Board	January 29 Board	March 24 Board	May 12 Board	June 23 Board
Focus		Q1	Q2	HAPs/CAPs	Q3, QIP & HSAA MSAA	ACP & Indicators	Q4
<b>Terms of Reference Requirements</b>							

<b>1.0 General Responsibilities</b>	1.1	<p><b>Recommend</b> an annual work plan to the Board based on the committee terms of reference</p> <p>The committee shall review its terms of reference annually and <b>make recommendations</b> to the KHSC Board on potential amendments. The KHSC Board retains authority to amend the TOR.</p>	Pichora/Smith	<p>Review and endorse draft committee work plan as part of committee orientation including review of committee ToR</p> <p><i>(TOR may require adjustments once Board level research policies have been endorsed)</i></p>				Final executed work plan provided with year-end committee report
	1.2	Present a year-end <b>report to the Board</b>	Pichora/Smith				Review draft year-end committee report & ensure report captures the committees achievements	Finalize year-end committee report and <b>recommend to June Board</b> & ensure report captures the committees achievements
	1.3	Annually review, confirm, and <b>recommend</b> revisions to the Board policies for which the committee has oversight	Pichora/Smith	<p>Discuss board level research policies that may be required</p> <p>Review research current obligations outlined in current KHSC-Queen’s Affiliation Agreement – may have policy &amp; bylaw implications</p>	Draft KGHRI board policies for committee review			Final review of bylaw and policy revisions, pertaining to research, for <b>recommendation to KGHRI Board (May 6 Board meeting) &amp; KHSC Board (June Board meeting)</b>

**TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN  
KHSC RESEARCH COMMITTEE  
2024-25**

Reviewed: Senor Leadership Team August 14, 2024  
Discussed: Committee Chairs Planning Session August 21, 2024  
Endorsed: Research Committee October 8, 2024  
Approved: KHSC Board October 28, 2024

Month	MRP	October	November	January	March	April	June
Date		8 <sup>th</sup>	19 <sup>th</sup>	14 <sup>th</sup>	4 <sup>th</sup>	15 <sup>th</sup>	3 <sup>rd</sup>
Board Reporting		October 28 Board	December 16 Board	January 29 Board	March 24 Board	May 12 Board	June 23 Board
Focus		Q1	Q2	HAPs/CAPs	Q3, QIP & HSAA MSAA	ACP & Indicators	Q4
Terms of Reference Requirements							

	1.4	Ensure principle-based decision-making guides all committee discussions and decision-making	Pichora/Smith		ASSIST Education module refresh at November Committee meetings (All Committees)  Management to <b>provide attestation</b> that research conducted at HDH site meets guidelines  Update on review of KHSC – Queen’s Affiliation Agreement			Checkpoint on proposed amendments – alignment to KHSC/Queen’s Affiliation Agreement	
	1.5	Other duties as assigned by the Board	Multiple	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report	Receive CEO Report
	1.6	<b>Update to KHSC Board</b> re committee activities from most recent meeting  Most recent approve committee minutes <b>provided to the Board</b>	Cosford  Lloyd	To October Board	To December Board	To January Board	To March Board	To May Board	To June Board

**TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN  
KHSC RESEARCH COMMITTEE  
2024-25**

Reviewed: Senior Leadership Team August 14, 2024  
Discussed: Committee Chairs Planning Session August 21, 2024  
Endorsed: Research Committee October 8, 2024  
Approved: KHSC Board October 28, 2024

Month	MRP	October	November	January	March	April	June
Date		8 <sup>th</sup>	19 <sup>th</sup>	14 <sup>th</sup>	4 <sup>th</sup>	15 <sup>th</sup>	3 <sup>rd</sup>
Board Reporting		October 28 Board	December 16 Board	January 29 Board	March 24 Board	May 12 Board	June 23 Board
Focus		Q1	Q2	HAPs/CAPs	Q3, QIP & HSAA MSAA	ACP & Indicators	Q4
<b>Terms of Reference Requirements</b>							

**KHSC has delegated authority to the Committee to conduct the following annual business of KGHRI as a member of the KGHRI without further KHSC Board approval provided a summary of all actions taken in this regard are regularly reported to the KHSC Board in ordinary course of the committee’s reporting to the Board:**

2.0 KGHRI Role – Independent Corporate Entity	2.1	Carry out the Corporation’s legal rights and responsibilities as sole corporate member of the Research Institute	Multiple						
	2.2	Oversee all research, innovation and commercialization activities to ensure alignment with the KHSC strategic plan, KHSC contractual obligations and applicable laws	Pichora/Smith	Receive Q1 Strategy Milestone Report	Receive Q2 Strategy Milestone Report		Receive Q3 Strategy Milestone Report		Receive Q4 Strategy Milestone Report
	2.3	Provide recommendations related to research, innovation and commercialization on future KHSC strategic plans from time to time	Pichora/Smith	Presentation on KHSC Strategic Plan & Overview of 2024-25 Annual Corporate Plan to ensure research alignment		Touchbase on 2024-25 Annual Corporate Plan in advance of January HAPs Board Session		Review 2025-26 ACP & associated research indicators for <b>recommendation to May 6 KHSC Board Session</b>	Final draft of 2025-26 indicators performance measurement system for 2025-26 ACP (post January budget approvals)
	2.4	Support management by identifying and encouraging opportunities for innovation and commercialization of research by the Corporation	Pichora/Smith	Q1 Strategy Milestone Report to include updates on innovation and commercialization  Researcher Profile TBD	Q2 Strategy Milestone Report to include updates on innovation and commercialization  Researcher Profile TBD	Researcher Profile TBD	Q3 Strategy Milestone Report to include updates on innovation and commercialization  Researcher Profile TBD	Researcher Profile TBD	Q4 Strategy Milestone Report to include updates on innovation and commercialization  Researcher Profile TBD
	2.5	Design and participate in governance-level collaboration initiatives with Queen’s and other stakeholders to enhance research and innovation for the benefit of all stakeholders, (e.g., attendance at funding announcements where Trustees of Queen’s are also present; participating in meetings involving Trustees of Queen’s that advance the interest of KHSC and Queen’s in research domestically and internationally)	Pichora/Smith	Summary report of KHSC/Queen’s meetings and events for Q1 period	Summary report of KHSC/Queen’s meetings and events for Q2 period		Summary report of KHSC/Queen’s meetings and events for Q3 period		Summary report of KHSC/Queen’s meetings and events for Q4 period

**TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN  
KHSC RESEARCH COMMITTEE  
2024-25**

Reviewed: Senior Leadership Team August 14, 2024  
Discussed: Committee Chairs Planning Session August 21, 2024  
Endorsed: Research Committee October 8, 2024  
Approved: KHSC Board October 28, 2024

Month	MRP	October	November	January	March	April	June
Date		8 <sup>th</sup>	19 <sup>th</sup>	14 <sup>th</sup>	4 <sup>th</sup>	15 <sup>th</sup>	3 <sup>rd</sup>
Board Reporting		October 28 Board	December 16 Board	January 29 Board	March 24 Board	May 12 Board	June 23 Board
Focus		Q1	Q2	HAPs/CAPs	Q3, QIP & HSAA MSAA	ACP & Indicators	Q4
Terms of Reference Requirements							

	2.6	Advise the KHSC Board on resource allocation issues as they related to research, innovation, and commercialization	Smith	As required	As required	As required	As required	As required	
	2.7	Election of directors of KGHRI - voting members of the Committee shall be elected by KHSC in its capacity as sole corporate member of KGHRI to serve as the KGHRI's board of directors;	Pichora/ Smith	KGHRI Board <b>report to the KHSC Board</b> on the June 2024 Election results		Advise Governance Committee of any adjustments needed to membership skills requirements for 2025-26  KGHRI Board to reaffirm voting members of the committee – election of directors of KGHRI	Outreach to the Principal of Queen's University to confirm his/her delegate  KGHRI Board to reaffirm voting members of the committee – election of directors of KGHRI	Review 2025-26 KHSC Board & Committee meeting schedule / recommend adjustments to June Governance Committee meeting  Governance Committee recommendation to KHSC Board on final 2025-26 Board & Committee compositions  Final slate for election at the KGHRI AGM in June	
	2.8	Consideration of the financial statements of KGHRI	Pichora/ Smith	KGHRI Board <b>report to the KHSC Board</b> on the June 2024 audited financial statements			KGHRI Board to review and endorse the proposed 2024-25 external audit plan  KGHRI Board to receive results of interim external audit activities	Review draft format for audited financial statement presentation and note disclosures	
	2.9	Receipt of the report of the public accountant of KGHRI	Pichora/ Smith	KGHRI Board <b>report to the KHSC board</b> providing the June 2024 auditor's report  Review status of prior year external audit recommendations			Review and endorse the proposed fiscal 2024-25 external audit plan  Receive results of interim external audit activities	Review draft format for audited financial statements and note disclosures	Review draft audited financial statements, note disclosures and audit findings and special audit reports with external auditors and <b>recommend to Board</b>
	2.10	Reappointment of the public accountant of KGHRI	Pichora/ Smith	KGHRI Board <b>report to the KHSC board</b> confirming the appointment of the auditor (post-AGM)			Discuss performance of external auditors on interim audit activities		<b>Recommend to Board</b> reappointment or replacement of external auditors

**TERMS OF REFERENCE COMPLIANCE – COMMITTEE WORK PLAN  
KHSC RESEARCH COMMITTEE  
2024-25**

Reviewed: Senor Leadership Team August 14, 2024  
Discussed: Committee Chairs Planning Session August 21, 2024  
Endorsed: Research Committee October 8, 2024  
Approved: KHSC Board October 28, 2024

		Month	MRP	October	November	January	March	April	June
		Date		8 <sup>th</sup>	19 <sup>th</sup>	14 <sup>th</sup>	4 <sup>th</sup>	15 <sup>th</sup>	3 <sup>rd</sup>
		Board Reporting		October 28 Board	December 16 Board	January 29 Board	March 24 Board	May 12 Board	June 23 Board
		Focus		Q1	Q2	HAPs/CAPs	Q3, QIP & HSAA MSAA	ACP & Indicators	Q4
<b>Terms of Reference Requirements</b>									
<b>3.0</b>	<b>Performance Targets</b>	3.1	Ensure progress on KHSC's strategy and annual corporate plan by reviewing assigned performance indicators	Smith	Receive Q1 Performance Reports	Receive Q2 Performance Reports		Receive Q3 Performance Reports	Receive Q4 Performance Reports
<b>4.0</b>	<b>Integrated Risk Domains</b>	4.1	Monitor and report on integrated risk domains assigned to this committee which include: - To be defined through the development of the new risk profile	Fitzpatrick	Review risk domains for which the committee has oversight for as part of committee orientation	As required	Receive Updated KHSC Risk Profile and review domains assigned to this committee	As Required	As Required
<b>Board Reporting Requirements</b>			Board reports due at CEO's office Board mailing date Board meeting date	Lloyd	October 18 October 21 October 28	December 6 December 9 December 16	January 19 January 22 January 29	March 14 March 17 March 24	May 2 May 5 May 12