

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – BOARD WORK PLAN 2024-25

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Focus		Summer Update & Orientation Refresh	Q1 Reporting	Q2 Reporting	Board 1:1 with Chair	Board Education- Budget Planning Session & Brief Board Meeting	Q3 Reporting + QIP, HSAA & MSAA Approvals	Education – 2023-24 Annual Corporate Plan & Indicator Approval	Q4 reporting, attestations, draft financial statements	AGM & Special Meeting	
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PART I: ESTABLISH STRATEGIC DIRECTION

I-1	Vision, Mission & Values								Reaffirm and ensure alignment with KHSC's 2025-26 annual corporate plan & SPI approval with M/V/V Board reviews draft compliance report to Partnership Council - includes mission/ethics compliance.			CEO / Governance Committee
I-2	Strategic Planning			Receive Q1 Strategic Performance Reports	Receive Q2 Strategic Performance Reports Confirm alignment of FHS/SEAMO Strategy with KHSC Strategic Plan post Nov SEAMO Retreat (PF&A)			Receive Q3 Strategic Performance Reports	Draft 2025-26 Annual Corporate Plan & SPI approval	Receive Q4 Strategic Performance Reports Confirm Board Goals for the coming year consistent with M/V/V and key issues that are a priority for the Board		All Board Committees Governance Committee / People, Finance & Audit

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PART II: BOARD EFFECTIVENESS

A. Governance Policy Framework

II-A-1	Principles of Governance and Board Accountability <i>(formerly Board Policies V-1 Governance Policy Framework and III-4) Ethics and Principle-Based Decision Making)</i>				Debrief on ASSIST Framework Education Module refresh at November Board Committees				Receive report on Ethical Dimensions of KHSC Care Delivery	Recommend changes to Board Policies, Corporate and Staff Bylaws <i>(confirmed by Partnership Council)</i> Adjustments to Committee ToR based on bylaw/policy changes Confirm Rules of Order for 2025-26	All Board Committees / EVP Committee Supports Governance Committee
II-A-2	Responsibilities of the Board (New) <i>See deliverables for:</i> - Strategic Direction (PART I) - Leadership (PART III) - Program Quality & Effectiveness (PART IV) - Financial & Organizational Viability / Relationships (PART V) - Board Effectiveness (PART II)									Confirm Board Goals for the coming year consistent with M/V/V and key issues that are a priority for the Board	Governance Committee
II-A-3	Responsibilities of Individual Directors (The Board Code of Conduct) <i>(formerly Board Policies V-A-B Position Description of Board of Directors and V-3 Board Conduct)–Check for deliverables</i>		Review of Code of Conduct as part of Board/Committee Orientation Session								Governance Committee

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II-A-4	Board and Committee Attendance <i>(formerly Board Policy V-B-7 Board and Committee Attendance)</i>				Review and confirm board and committee attendance compliance with bylaw provisions	Discussion at 1:1 meetings with Chair regarding compliance with bylaws on attendance						Governance Committee / Board Chair
II-A-5	Annual Declaration and Consent <i>(formerly Board Policy V-A-1 Director and External Member Declaration)</i>										2025-26 Annual Declaration issued for completion immediately following Meeting	Administrative task – CEO Office
II-A-6	Position Description for Board Officers and Committee Chairs <i>(formerly Board Policies V-A-3 Position Description for the Board Chair; V-A-4 Position Description for Vice Chair(s); V-A-5 Position for Board Standing & Special Committee Chairs; V-A-7 Position Description for the Immediate Past Chair_ - Check V-A-7 Immediate Past Chair deliverables)</i>				Distribute Chair, Vice Chair, Committee Chair profiles with Expression of Interest Form							Governance Committee Renate Ilse
II-A-7	Board Committees and Terms of Reference <i>(Committee Terms of Reference now incorporated into Board Policy Manual)</i>	Review at August Committee Chairs Planning Session		Board receives final May Committee Minutes Committee Orientation – Review ToR Board approval of Board & committee work plans for 2024-25	Board receives final October Committee Minutes		Board receives final November Committee Minutes	Board receives final January Committee Minutes	Board receives final February Committee Minutes	Board receives final April Committee Minutes		Governance Committee / VP Committee Supports

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II-A-8	Conflicts of Interest <i>(formerly Board Policy V-2 Conflict of Interest Provisions for Directors and External Members)</i>	Ensure Annual Board Declarations for 2024-25 are completed following the AGM and Special Meetings	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg		Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Recording of declarations @ each board mtg	Board Chair Oversight / Meeting Process
II-A-9	Confidentiality, Privacy, and Security of Information <i>(formerly Board Policies III-5 Privacy and Security of Information; and V-4 Confidentiality)</i>	Complete Annual Chair confidentiality attestation Confirm any adjustments to Privacy Delegation Form							Overview of Processes in Place to Safeguard Information FOI Compliance CEO Board Report - compliance statement				People Finance & Audit Committee Val Gamache-O'Leary
II-A-10	Corporate Communications <i>(formerly Board Policy VI-2 Corporate Communications)</i>		Board agenda, approved open minutes + CEO report posted on KHSC website	Board agenda, approved open minutes + CEO report posted on KHSC website Q1 Strategy Performance Report uploaded post Board Meeting	Board agenda, approved open minutes + CEO report posted on KHSC website Q2 Strategy Performance Report uploaded post Board meeting Receive Q1 & Q2 Media Reports		Board agenda, approved open minutes + CEO report posted on KHSC website	Board agenda, approved open minutes + CEO report posted on KHSC website Q3 Strategy Performance Report uploaded post Board meeting Receive Q3 Media Report	Board agenda, approved open minutes + CEO report posted on KHSC website	Board agenda, approved open minutes + CEO report posted on KHSC website Q4 Strategy Performance Report uploaded post Board meeting Approval of Hospital Bylaw and board policy amendments	Board agenda, approved open minutes + CEO report posted on KHSC website Post June AGM/Special: Board member profiles updated / 2025-26 meeting schedule posted / corporate bylaws, board policies updated, TOR & committee comps		Administrative Tracey Cuddington

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										Receive Q4 Media Report	(post June Board & AGM activities)	
										Committee year end reports capture governing body achievements		

B. Governance Process

II-B-1	Nominations Process for the Board <i>(formerly Board Policy V-B-0 Process for Nominations of Directors)</i>			Critical path for 2025-26 board slate / update to Partnership Council outlining process at their meeting in December	Issue Expression of Interest Survey to elected members to complete in advance of 1:1 meetings in January Confirm board size and committee structure		Confirm vacancies for the coming year and provide draft ad for board recruitment		KHSC Board confirms 2025-26 board slate & report to May Partnership Council		Confirm 2024-25 Committees, Chairs & Compositions Post AGM, Secretary confirms slate to Partnership Council co-chairs	Governance Committee Renate Ilse
II-B-2	Nominations Process for Board Officers <i>(formerly Board Policy V-B-1 Process for Selection of Board Officers)</i>			Critical Path for Board Officer Selection Process for 2025-26	Issue Expression of Interest for officer positions In advance of January email to Board, Gov Committee Chair to confirm current Chair and Vice- Chair continuing for 2025-26	Email from Gov Committee Chair to voting KHSC Board members describing current state for Chair / Vice Chair selection process	Board Chair shares results of 1:1 meetings, including those members interest in an officer role		Confirm that Officer Succession Plan is in Place for 2025- 26.		Chair, Vice Chair, Secretary & Treasurer elected at Special Board following AGM Post Special Mtg following AGM, Secretary provides update to Partnership Council co-chairs on Board's Chair /	Governance Committee Renate Ilse / David Fell

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											Vice Chair selections (for info only)	
II-B-3	Nominations Process for Committees <i>(formerly Board Policy V-B-2 Process for Nomination of Chair, Directors and Non-Director Members of Board Standing & Special Committees)</i>				Expression of Interest Form to support 2025-26 board committee membership allocations to all eligible directors and committee members	Input sought during 1:1 board member discussions		Governance Committee confirms overall Officer Succession Plan is in place	Proposed 2025-26 Board Committee Compositions + Committee Chair Recommendations for appointment at Special Meeting in June		Final 2025-26 Board Committee compositions + committee chair recommendations for appointment	Governance Committee Renate Ilse
II-B-4	Board Orientation and Education <i>(formerly Board Policy V-B-3 Board Orientation and Ongoing Development)</i>		Board orientation session				Board Education Session (focus to be confirmed)	Review Board Education Plan / identify gaps for 2025-26 board year (including offerings from OHA and IPFCC)	Board Education Session (focus to be confirmed)			Governance Committee Renate Ilse
II-B-5	Board Goals and Board Work Plan <i>(formerly Board Policy V-B-4 Board Goals and Work Plan)</i>			Approve 2024-25 Board & Committee Work Plans		Board Chair to seek input from Board members on achievement to-date of Board Work Plans	Status report on deliverables associated with 2024-25 Board Work Plan			Year-end Board Committee Reports - capture governing body achievements Confirm Board Goals for coming year consistent with M/V/V and key issues that are a priority for the Board		Governance Committee / Renate Ilse

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II-B-6	Board Meetings <i>(formerly Board Policies V-B-5 Board Meetings, Agenda Development, Electronic Votes, Consent Agenda; and V-B-6 Meeting Without Management)</i>			Board Chair/Vice Chair/CEO agenda planning mtg Oct 9 for Oct 28 Board meeting Meeting without Management – Standing Agenda item	Board Chair/Vice Chair/CEO agenda planning mtg Nov 27 for Dec 16 Board meeting Meeting without Management – Standing Agenda item		Board Chair/Vice Chair/CEO agenda planning mtg Jan 15 for Jan 27 Board meeting Meeting without Management – Standing Agenda item	Board Chair/Vice Chair/CEO agenda planning mtg Mar 5 for Mar 24 Board meeting Meeting without Management – Standing Agenda item	Board Chair/Vice Chair/CEO agenda planning mtg Apr 30 for May 12 Board meeting 2025-26 Board & Committee Meeting Schedule Meeting without Management – Standing Agenda item	Board Chair/Vice Chair/CEO agenda planning mtg Jun 4 for Jun 23 Board meeting Meeting without Management – Standing Agenda item		Board Chair / Vice Chair & CEO Board Chair – Meeting Process
II-B-7	Evaluations <i>(formerly Board Policy V-B-8 Board of Director & Non-Director Member Evaluation)</i>			Framework for Board, Committee and Individual evaluations -1:1 -Mtg Survey -Board Survey -Self-Reflection					Meeting Effectiveness Survey Results & Recommended areas to strengthen			Governance Committee Renate Ilse Governance Committee Chair & Board Chair
II-B-8	Resignation and/or Removal of a Director <i>(formerly Board Policy V-C-11 Removal of a Director)</i>			As required	As required		As required	As required	As required	As required		Governance Committee Renate Ilse
II-B-9	Review of Board Policies <i>(formerly Board Policy V-B-10 Review of Board Policies)</i>			All board and committee members to review board policies for which they have oversight at committee orientations					Recommendation on KHSC Board Policy Amendments			KHSC Board Committees Governance Committee Renate Ilse

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II-B-10	Nominations Process for Patient Experience Advisors to Board Committees <i>(formerly Board Policy V-C-0 Process for Selection of Patient Experience Advisors to KHSC Board and Committees)</i>				Annual Patient & Family Advisory Council Report (PC&Q)					Approve 2024-25 PEAs to Board Committees		Governance Committee Renate Ilse Patient Care & Quality Committee Jason Hann
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PART III: LEADERSHIP

III-1	CEO Selection & Succession Planning <i>(formerly II-1 Chief Executive Officer Selection and Succession Planning)</i>				Approach to succession planning framework for Executive & Physician Leadership					Annual confirmation of process & candidates for CEO Sudden Vacancy succession plan		Executive Committee & David Pichora & EVP People, Mission & Partnerships
III-2	CEO Direction <i>(formerly II-2 Chief Executive Officer Direction)</i>				Update re OHA Special Committee on Hospital Leadership Recruitment & Retention		Approval of HAPs/CAPs for 2025-26	Approval of QIP, SPI, HSAA, MSAA	Draft 2025-26 Annual Corporate Plan & SPI approval	Final 2025-26 ACP Indicator Performance Measurement System		CEO / Board of Directors Executive Committee
III-3	COS Selection and Succession Planning <i>(formerly II-6 Chief of Staff Direction, Selection and Succession Planning)</i>				Approach to succession planning framework for Executive & Physician Leadership Update re OHA Special					Annual confirmation of process & candidates for COS Sudden Vacancy succession plan		Executive Committee Mike Fitzpatrick

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III-6	CEO and COS Compensation <i>(formerly II-4 Chief Executive Officer Compensation; and II-8 Chief of Staff Compensation)</i>							Confirm pay at risk link to QIP 2024-25 for CEO Public Sector Salary Disclosure (PF&A) Confirm pay at risk link to QIP 2024-25 for COS		Pay at risk 2024-25 award approved by Board Approach to 2025-26 Pay at Risk Framework for CEO/COS Confirm QIP link to performance metrics for 2025-26	Executive Committee / People, Finance & Audit EVP People, Mission & Partnerships / Mary Lou Toop Executive Committee EVP People, Mission & Partnerships / Mary Lou Toop
III-7	CEO Expense Reimbursement and Travel Policy <i>(formerly II-5 Chief Executive Officer Expense Reimbursement and Travel Policy)</i>	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off	Monthly expense claim sign-off Annual audit function to confirm CEO expenses	Board Chair / People, Finance & Audit & Mary Lou Toop

PART IV: PROGRAM QUALITY AND EFFECTIVENESS

IV-1	Quality Improvement & Safety <i>(formerly III-1 Quality Improvement & Safety)</i>			Quarterly Patient Safety & Quality Report Access to Care Update	Quarterly Patient Safety & Quality Report Critical Incident Report from Patient Care & Quality Committee Access to Care Update			Quarterly Patient Safety & Quality Report Access to Care Update	Annual Learning & Leadership Report Critical Incident Report from Patient Care & Quality Committee Access to Care Update	Quarterly Patient Safety & Quality Report Access to Care Update	Patient Care & Quality Committee Jason Hann
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IV-2	Performance Monitoring <i>(formerly III-2 Performance Monitoring)</i>			Q1 Strategy Performance Report	Q2 Strategy Performance Report			Q3 Strategy Performance Report	Draft KHSC Performance Indicator Framework for 2025-26	Q4 Strategy Performance Report		All Board Committees Indicator Framework Processes – Governance Committee Renate Ilse
IV-3	Complaints (Patient Care and Others) <i>(formerly III-6 Patient Feedback)</i>			Quarterly Patient Feedback Report	Quarterly Patient Feedback Report			Quarterly Patient Feedback Report		Quarterly Patient Feedback Report		Patient Care & Quality Committee Jason Hann
IV-4	Whistleblowing Policy Reporting of Inappropriate Behaviour <i>(formerly II-9 Whistleblowing)</i>			As needed	As needed		As needed	As needed	As needed	As needed		People, Finance & Audit Committee
IV-5 (11.10 Corp)	French Language Services <i>(formerly III-7 French Language Services)</i>							Annual FLS Report – Confirm submission		Annual Report on Inclusion at KHSC		Patient Care & Quality Committee EVP People, Mission & Partnerships
IV-6	Temporary Removal of Religious Icons at Patient Request <i>(formerly VI-5 Temporary Removal of Religious Icons at Patient Request)</i>			As required	As required		As required	As required	As required	As required		Governance Committee Renate Ilse

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PART V: FINANCIAL AND ORGANIZATIONAL LIABILITY

V-1	Financial Objectives <i>(formerly IV-1 Financial Objectives)</i>			As required, PF&A to recommend on capital & operating variances	As required, PF&A to recommend on capital & operating variances		As required, PF&A to recommend on capital & operating variances Review final 2025-26 internal capital budgets/ recommend from PF&A	As required, PF&A to recommend on capital & operating variances	As required, PF&A to recommend on capital & operating variances Update on collective bargaining impacting current fiscal year including recent arbitration awards	As required, PF&A to recommend on capital & operating variances KHSC CEO BPSAA Attestation of Compliance + MSAA Attestation Annual HR Plan & Labour Relations Report	Members of the Corporation appoint auditor	People, Finance & Audit Committee Mary Lou Toop
V-2	Financial Planning & Performance <i>(formerly IV-2 Financial Planning and Performance; and IV-3 Purchasing and Leasing)</i>		Summer update to include information on financial-position	Monthly financial package Q1 report financial indicators KGHRI Board report to the KHSC	Monthly financial package Q2 report financial indicators Receive update on debt obligations and repayment planning (PFA)		Monthly financial package Draft Investment Policy & Review Investment Guidelines	Monthly financial package Q3 report financial indicators	Monthly financial package Bill S-211 Attestation and Reporting	Approve draft financial statements Q4 report financial indicators BPSAA Attestation to include MMC Compliance	Members of the Corporation appoint auditor	People, Finance & Audit Committee Mary Lou Toop Research Committee Smith

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				Board of Directors on the June 2024 Audited Financial Statements KGHRI Board report to the KHSC Board providing June 2024 Auditors Report KGHRI Board Report to the KHSC Board confirming the appointment of the Auditor (post AGM)							
V-3	Risk Management (formerly III-3 Enterprise Risk Management)		Annual Confirmation of Insurance Coverage for Board and Committee Members (Sep 7 Orientation)	Review approach to risk management	Internal Controls Review Insurance coverage requirements of the corporation are reviewed at least annually				Receive updated KHSC Risk Profile		People, Finance & Audit Committee Val Gamache-O'Leary
V-4	Asset Protection (NEW)				Report on Capital Asset Management						People, Finance & Audit Committee Mary Lou Toop

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V-5	Investment Policy (NEW)			Review the status of investments on a quarterly basis consistent with annual budget	Review the status of investments on a quarterly basis consistent with annual budget			Review the status of investments on a quarterly basis consistent with annual budget		Review the status of investments on a quarterly basis consistent with annual budget	People, Finance & Audit Committee Mary Lou Toop
V-6	Borrowing (NEW)			As required	As required		As required	As required	As required	As required	People, Finance & Audit Committee Mary Lou Toop
V-7	Approvals and Signing Authority <i>(formerly IV-4 Signing Officers)</i>	Ensure signing authority updates have been completed post-AGM activities		KHSC's signing authority guidelines provided to Board as part of PFA Committee update					Annual Banking Update	KHSC Signing Authority & Banking Resolution updated following special mtg	People, Finance & Audit Committee Mary Lou Toop
V-8	Reimbursement of Director & Non-Director Member Expenses <i>(formerly V-B-9 Reimbursement of Director & Non-Director Member Expenses)</i>			As required	As required		As required	As required	As required	As required	People Finance & Audit Committee Board Chair and CEO – Administrative Task
V-9	Support and Relationship with University Hospitals Kingston Foundation <i>(formerly V-B-9 Support and Relationship with University Hospitals Kingston Foundation)</i>		UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events Expression of Interest Form – KHSC Board member to UHKF Board		UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events Recommendation for KHSC Board cross appointment to UHKF Board for 2025-26	UHKF CEO report to Board Notify Board of key donor events	UHKF CEO report to Board Notify Board of key donor events Endorse UHKF Board Slate for 2025-26	Governance Committee Renate Ilse

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V-10	Political Contributions <i>(formerly VI-3 Political Contributions)</i>			As required	As required		As required	As required	As required	As required		People, Finance & Audit Mary Lou Toop
VI-4	Naming of the Corporations' Assets <i>(formerly VI-4 Naming of KHSC Assets)</i>		As required Under \$100K – CEO Report Over \$100K – Gov Committee to Board	As required Under \$100K – CEO Report Over \$100K – Gov Committee to Board	As required Under \$100K – CEO Report Over \$100K – Gov Committee to Board		As required Under \$100K – CEO Report Over \$100K – Gov Committee to Board	As required Under \$100K – CEO Report Over \$100K – Gov Committee to Board	As required Under \$100K – CEO Report Over \$100K – Gov Committee to Board	As required Under \$100K – CEO Report Over \$100K – Gov Committee to Board		CEO Report and/or Governance Committee UHKF Team & Mary Lou Toop

PART VI: KHSC CORPORATE BY-LAW AND RESTATED PROCESSIONAL STAFF BY-LAW

3.1 (Staff)	Appointments & Reappointments		Monthly MAC recommend	Monthly MAC recommend Update on KHSC Credentialing processes	Monthly MAC recommend		Monthly MAC recommend	Monthly MAC recommend	Monthly MAC recommend	Monthly MAC recommend		MAC Mike Fitzpatrick
8.2 (Staff)	Appointment of Head of Department / Deputy Heads		As required	As required	As required		As required	As required	As required	As required		MAC Mike Fitzpatrick
10.3 (Staff)	Committees & Programs Required by PHA – Medical Advisory Committee		Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board		Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board	Monthly COS Report – MAC Highlights to Board		MAC Mike Fitzpatrick
11.3 (Corp)	Committees & Programs Required by PHA – Fiscal Advisory Committee			CEO Report to include confirmation of FAC composition / meeting schedule				CEO Report to include update on FAC activities / recommendations				People, Finance & Audit Committee Mary Lou Toop
11.4 (Corp)	Chief Nursing Executive							Report on Professional Practice	Annual Report of the Chief Nursing Executive		Captured on Board Slate for 2025-26	Governance Committee Renate Ilse

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – BOARD WORK PLAN 2024-25

Month	August	September	October	December	January	January	March	May	June	June	Most Responsible Committee to Lead Process & Additional Comments
Date	XX 2024	7 2024	28 2024	16 2024	6 & 7 2025	27 2025	24 2025	12 2025	23 2025	23 2025	
Focus		Summer Update & Orientation Refresh	Q1 Reporting	Q2 Reporting	Board 1:1 with Chair	Board Education- Budget Planning Session & Brief Board Meeting	Q3 Reporting + QIP, HSAA & MSAA Approvals	Education – 2023-24 Annual Corporate Plan & Indicator Approval	Q4 reporting, attestations, draft financial statements	AGM & Special Meeting	
Policy	Policy/Framework Reference										

11.5 (Corp)	Nurses & Other Staff and Professionals to Committees				Review bylaw requirement and discuss approach							Governance Committee
11.6 (Corp)	Retention of Written Statements (25-year destruction of medical records, notes, charts)							CEO Board Report - compliance statement (As Part of FOI and Process to Safeguard Information)				Administrative Task
11.7 (Corp)	Occupational Health & Safety Program								Annual occupational health and safety report covering 2024-25			People, Finance & Audit Committee EVP People, Mission & Partnerships
11.8 (Corp)	Health Surveillance Program							Provide overview of KHSC's Health Surveillance Program				MAC Mike Fitzpatrick
11.9 (Corp)	Organ Donation			Update provided on Gift of Life Event at KHSC – CEO Update to the Board				Trillium Gift of Life Program Update for 2023-24				Patient Care & Quality Committee Jason Hann
17.1 (Corp) & 12.1 (Staff)	Rules of Order								Confirmed by Governance Committee			Governance Committee Renate Ilse
14.1 (Corp) 18.1	Amendments to By-Law								Recommendation on KHSC Corporate & Staff Bylaws & Board Policy			Governance Committee & MAC – Renate Ilse & Mike Fitzpatrick

BOARD POLICY & COMMITTEE TERMS OF REFERENCE – BOARD WORK PLAN 2024-25

Month	August	September	October	December	January	January	March	May	June	June	Most Responsible Committee to Lead Process & Additional Comments
Date	XX 2024	7 2024	28 2024	16 2024	6 & 7 2025	27 2025	24 2025	12 2025	23 2025	23 2025	
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Policy	Policy/Framework Reference										

(Staff)										Amendments	
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ACCREDITATION READINESS

Monitor the preparation process for accreditation and ensure implementation of relevant recommendations arising from surveys.			As required	As required	As required	As required	As required	As required	As required	As required	As required	All Committees
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