

1. KHSC Board of Directors - Open Meeting Package - March 2025

Open Agenda - March 24, 2025

1600 / 05 min

1.0 CALL TO ORDER, CONFIRMATION OF QUORUM, CONSENT AGENDA ITEMS & APPROVAL OF AGENDA

1.1 Welcome, Call to Order, Quorum confirmation, Conflict of
Interest Declarations & Chair's Remarks
Verbal

Inform

McCullough

1.2 Indigenous Acknowledgement

We are grateful for the opportunity to meet today and are thankful to all the generations of people who care for these lands and waters. KHSC is located on the ancestral lands and waters of the Anishinaabeg, Haudenosaunee and serve a wider geographical area that encompasses many Indigenous communities including Tyendinaga, Katarokwi as well as communities within the Weeneebayko Area Health Authority. As we partner in care, discovery and learning to achieve better health outcomes for our communities, KHSC is committed to actively advocating for and acting upon the Truth and Reconciliation Committee's calls to Action on Health.

Reflection

1.3 Opening Value Statement (Compassion, Respect,
Partnership, Excellence, Innovation)

Reflection

Snedden

1.4 Consent Agenda Items

Decide/Amend

McCullough

a) Briefing: Consent Agenda Summary - March 2025

Decide/Amend

McCullough

b) Draft Minutes: KHSC Board of Directors - Open Meeting -
January 27, 2025

c) KHSC Performance Reporting Summary F25 Q3

Briefing: KHSC Performance Reporting Summary F25 Q3

[Link: Q3 Strategic Performance Report \(SPR\) - Full Report](#)

[Link: Q3 Service Accountability Agreement \(SAA\) - Full Report](#)

[Link: Q3 Strategic Performance Index \(SPI\) - Full Report](#)

d) Report: Patient Experience F25 Q3

e) Report: Patient Safety & Quality F25 Q3

f) Report: Quality Improvement Plan (QIP) F25 Q3

g) Report: Professional Practice Update

h) Report: Access to Care Update - March 2025

i) Briefing: French Language Services (FLS) Compliance Update

j) Briefing: Mid-Year Board Work Plan Review

k) Briefing: Board Master Schedule for 2025-26

l) Briefing: 2024-25 Year-End Committee Report Framework

m) Report: KHSC Communications & Community
Engagement

Briefing: 2024-25 Communications and Stakeholder relations
plan

[Link: Accreditation Criteria 1.2.1](#)

[Link: This is the place brand strategy](#)

[Link: Editorial Plan](#)

[Link: Marketing plan](#)

[Link: FLA-OHT - A Framework for Engaging people in co-design](#)

[Link: Population health data sources that support service planning](#)

n) [Link: Media and Social Media Report F25 Q2](#)

o) [Link: Media and Social Media Report F25 Q3](#)

p) Report: Annual Board Education - Update #6

q) KHSC Risk Profile - February 2025

Briefing: KHSC Risk Profile - February 2025

[Link: 2024-25 IRM Risk Scan - Top Risks](#)

r) Briefing: Lumeo Update - March 2025

s) Report: Mission, Vision & Ethics - March 2025

1.5 Approval of the Open Agenda

Decide/Amend

McCullough

2.0 BUSINESS ARISING FROM THE MINUTES

No Business Arising from the Minutes

3.0 MATTERS REQUIRING DECISION

1605 / 10 min

3.1 2025-26 Approach to Quality Improvement Plan (QIP)

Decide/Amend

Leslie / Hann

1615 / 5 min

3.2 2025-26 HSAA / MSAA Extensions

Decide/Amend

Talbot-Allan /
Toop

1620 / 10 min

3.3 Research Institute Legal Name Change

Decide/Amend

Cosford /
Smith

4.0 MATTERS FOR DISCUSSION

1630 / 10 min

4.1 CEO Report

Verbal

Inform/Discuss

Pichora

1640 / 5 min

4.2 Chief of Staff / MAC Report - March 2025

Inform/Discuss

Fitzpatrick

1645 / 5 min

4.3 Report from President of the Medical Staff Association

Verbal

Inform/Discuss

Kain

1650 / 5 min

4.4 UHKF President & CEO - Philanthropy Update - March 2025

Inform/Discuss

Zsolnay

5.0 COMMITTEE REPORTING & UPDATES

1655 / 15 min

5.1 Board Committee - Jan/Mar Meeting Highlights

Presentation at meeting

Inform/Discuss

a) People, Finance & Audit Committee

Talbot-Allan

b) Patient Care & Quality Committee

Leslie

Program Presentation January 2025

Briefing: Ininew Patient Services - Program Update

[Link: Ininew Patient Services Program Presentation](#)

Program Presentation March 2025

Briefing: Patient Relations - Program Update

[Link: Patient Relations Program Presentation](#)

c) Research Committee

Cosford

	d) Governance Committee		Fell
1710 / 5 min	5.2 Governance Self-Assessment Results (June 2024) Accreditation Canada	Inform/Discuss	Fell / Ilse
	6.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart meeting) / BREAK		
1715	6.1 Motion to Move In-Camera Verbal	Decide/Amend	McCullough
1715 / 45 min	6.2 Refreshment Break - Compass Patient Meal will be served Briefing: Patient Food Services & Quality Improvement Initiatives Link: Meal Selection Survey (Please complete by March 27, 2025)		
	11.0 REPORT ON IN-CAMERA MATTERS		
1830 / 5 min	11.1 Motion to Report and Decisions Approved in-camera	Decide	McCullough
1835 / 5 min	12.0 DATE OF NEXT MEETING, MEETING SURVEY & TERMINATION Link: Meeting Effectiveness Survey - March 2025 Board Date of Next Meeting/Education Session: Monday, May 12, 2025 1600-1900 Motion to Terminate the Meeting	Decide	McCullough
	INFORMAL IN-CAMERA SESSION OF ELECTED DIRECTORS As per policy II-B-6 Board Meetings. At the conclusion of each Board meeting and at the call of any two directors, an informal session of elected directors may be conducted without the presence of the ex-officio directors. The CEO and COS may be invited to participate in a part of the meeting upon the invitation of the Chair before being excused. This process provides an opportunity to the Chair to discuss areas where performance of the directors could be strengthened. Any matters pertaining to specific meeting agenda items, or all other aspects of the Board's roles and responsibilities must not be discussed in such a meeting. No decisions will be made, and no minutes will be prepared. Following the informal session, the Chair will discuss matters arising, as appropriate with the CEO and COS.		

A regular meeting of the Board of Directors of the Kingston Health Sciences Centre was held in-person at Kingston Health Sciences Centre, Hotel Dieu Site, 166 Brock Street in the Henderson Boardroom on Monday, March 24, 2025 from 1600 to 1900 hours. The following are the open minutes.

Elected Members Present (voting): Alan Cosford, Mélanie Josée Davidson, Anne Desgagnés, David Fell, Jane Fitzgerald, Sahiza Hossenbaccus, Danielle Kain, Emily Leslie, Sherri McCullough (Chair), Mona Rahman, Margaret Shepherd, Kevin Snedden, Laura Talbot-Allan, and Sandy Wilson.

Ex-officio Members Present (voting): Karen Humphreys-Blake and Stephen Vanner.

Ex-officio Members Present (non-voting): Mike Fitzpatrick, Jason Hann and David Pichora.

Regrets: Patrick Johnston.

Staff: Nick Anand, Heather Bullock, Tracey Cuddington (Recording Secretary), Val Gamache-O'Leary, Chris Gillies, Renate Ilse, Indira Naraine, Steve Smith, Mary Lou Toop and Tom Zsolnay

Guests: Michael Judd (member of the public)

1.0 CALL TO ORDER, CONFIRMATION OF NOTICE, QUORUM, CONFLICT DECLARATIONS, AGENDA APPROVAL

1.1 Welcome, Call to Order, Confirmation of Quorum, Conflict Declarations, Agenda Approval

Sherri McCullough called the meeting to order, confirmed quorum and that everyone was able to hear the proceedings. No declarations of conflict were recorded. The Chair welcomed Michael Judd, a member of the public who requested to attend the open portion of today's meeting as an observer.

1.2 Indigenous Acknowledgement

The Indigenous Acknowledgement was included on the agenda in advance of the meeting for Board members to reflect upon as they reviewed the materials.

1.3 Opening Value Statement

Kevin Snedden provided the opening value statement speaking on the importance of partnerships in finding solutions; especially when challenges are too big and complex for any one group to take on single-handedly. Partnerships can be found in places that are not always obvious. Collaboration, transparency and willingness to share are key to a successful partnership.

Open Board Meeting: March 24, 2025

Page 2

1.4 Consent Agenda Items

Emily Leslie drew attention to the Mission, Vision and Ethics report and KHSC Communications & Community Engagement briefing, which were circulated as part of the consent agenda for information. These reports were very well received.

Agenda materials were posted to the board portal on March 18, 2025. The following items were provided as part of the consent agenda:

- a) Briefing: Consent Agenda Items Summary – In-Camera Agenda – March 2025
- b) Minutes: KHSC Board of Directors Draft Open Minutes – January 27, 2025
- c) Briefing: KHSC Performance Reporting F25 Q3
- d) Report: Patient Experience F23 Q3
- e) Report: Patient Safety & Quality F25 Q3
- f) Report: Quality Improvement Plan (QIP) F25 Q3
- g) Report: Professional Practice
- h) Report: Access to Care Update – March 2025
- i) Briefing: French Language Services Compliance Update
- j) Briefing: Mid-Year Board Work Plan Review
- k) Briefing: Board Master Schedule for 2025-26
- l) Briefing: 2024-25 Year-End Committee Report Framework
- m) Report: KHSC Communications & Community Engagement
- n) Report: Q2 Media Report
- o) Report: Q3 Media Report
- p) Report: Annual Board Education Report – Update #6
- q) Report: KHSC Risk Profile – February 2025
- r) Briefing: Lumeo Update – March 2025
- s) Report: Mission, Vision & Ethics Report

Moved by David Fell, seconded by Margaret Shepherd:

THAT the consent agenda be approved as circulated.

CARRIED.

1.5 Approval of the Agenda

The Chair drew attention to the pre-circulated agenda.

Moved by Jane Fitzgerald, seconded by Alan Cosford:

THAT the agenda be approved as circulate / as amended.

CARRIED.

2.0 BUSINESS ARISING FROM THE MINUTES

No items identified.

Open Board Meeting: March 24, 2025

Page 3

3.0 MATTERS REQUIRING DECISION

3.1 2025-26 Approach to Quality Improvement Plan (QIP)

A briefing note was circulated in advance of the meeting outlining the recommended priorities for the Quality Improvement Plan (QIP) for 2025-26. Mike Fitzpatrick, Chief of Staff and Executive Vice-President of Medical Affairs and Heather Bullock, Executive Vice-President of People, Mission and Partnerships provided an overview of the proposed indicators and how they align with KHSC's strategic priorities for the coming year, including accreditation readiness, standardized integrated clinical pathways for COPD and CHF as well as inclusion at KHSC.

Moved by Emily Leslie, seconded by Margaret Shepherd:

THAT, as recommended by the Patient Care & Quality Committee, the KHSC Board of Directors endorse the 2025-26 Quality Improvement Plan for submission to Ontario Health Quality.

CARRIED.

3.2 2025-26 HSAA / MSAA Extensions

Laura Talbot-Allan, Chair of the People, Finance & Audit Committee drew attention to the Hospital Service Accountability Agreement (HSAA) and the Multi-Sector Service Accountability Agreement (MSAA) extensions for the boards review and consideration, which were pre-circulated in advance of the meeting. The province has extended the agreements for the 3rd year as they work on a new framework, there are no changes from previous years.

Moved by Laura Talbot-Allan, seconded by Jane Fitzgerald:

THAT, as recommended by the People, Finance & Audit Committee, the KHSC Board of Directors approve the HSAA Extending Letter dated February 13, 2025, and approve the MSAA Extending Letter dated February 13, 2025 as circulated.

CARRIED.

3.3 Research Institute Legal Name Change

At the March 4, 2025 meeting of the Research Institute Board of Directors, endorsed a proposal to legally change the name of Kingston General Health Research Institute to Kingston Health Sciences Research Institute. Alan Cosford, Chair of the Research Committee, and Steve Smith, President & CEO of the Research Institute provided an overview of the pre-circulated briefing materials that included updated Articles of Amendment and consent to use the proposed name. Approval of the KHSC Board of Directors is required to make the name change as KHSC is the sole corporate member of the Research Institute.

Moved by Mélanie Josée Davidson, seconded by Alan Cosford:

THAT, as recommended by the Research Committee and the KGHRI Board of Directors, the KHSC Board of Directors approve the signing of the Resolution of the voting Directors as circulated; and

Open Board Meeting: March 24, 2025

Page 4

THAT the KHSC Board of Directors direct the President & CEO to sign, the special resolution of the member and the consent to use the proposed name of Kingston Health Sciences Centre Research Institute.

CARRIED.

4.0 MATTERS FOR DISCUSSION

4.1 CEO Report

David Pichora provided a verbal update further to the written CEO report received at the March Committee meetings. Highlights included the recent announcement of Lisa Tannock as the new Dean of the Faculty of Health Sciences at Queen's University who will be starting effective July 1, 2025. Thank you to Stephen Vanner who agreed to serve as Interim Dean during the recruitment process. Following the re-election of the provincial government at the end of February, the new provincial budget is anticipated for some time in April. Two research professors at Queen's University were recently appointed as Canadian Research Chairs (CRC); Parvin Mousavi as CRC in Medical Informatics and Gabor Fichtinger as CRC in Computer-Integrated Surgery. Thirty-five cases of Measles have been reported in Hastings County, it is hoped that its effects will be limited in Kingston, Frontenac, Lennox & Addington given the vaccination rate for this area is 96%, and screening protocols are in place for the urgent care centre and emergency room at KHSC.

4.2 Chief of Staff / MAC Report – March 2025

The Chief of Staff report was circulated in advance of the meeting. Mike Fitzpatrick provided a brief summary of the main meeting discussions and outcomes from the Medical Advisory Committee (MAC) meetings held in February and March. Discussion focused on the benefits and challenges with Lumeo as physicians and staff work through the first few months post go-live.

4.3 Report from the President of the Medical Staff Association (MSA)

Nothing to report at this time, the third quarterly meeting will be held on March 25th with a focus on physician philanthropy.

4.4 UHKF President & CEO – Philanthropy Update – March 2025

Tom Zsolnay, President of the University Hospitals Kingston Foundation, drew attention to the pre-circulated report highlighting last months positive results with respect to new commitment revenues this year, the vendor selection for the feasibility study, which is anticipated to be completed in the early fall of 2025, The town of Gananoque's recent decision to reduce its proposed donation to support KHSC and the door to door fundraising campaign at the beginning of March and the telemarketing campaign which will launch at the end of this month.

There was a brief discussion regarding Kingston Hospice and the fundraising structure whereby the Hospice undertakes its own fundraising, but the Foundation provides a fee for service to coordinate donations and receipts. It was noted that Hospice fundraising will be ongoing to support its operating and ancillary activities, which has the potential to impact UHKF fundraising in support of the KHSC redevelopment project.

5.0 COMMITTEE REPORTING AND UPDATES

5.1 Board and Committee Meetings (January and March Meeting Highlights)

a) People, Finance & Audit Committee

Laura Talbot-Allan, Chair of the People, Finance & Audit Committee reported on the activities of the committee January 13th and March 3rd meetings. The committee received a number of reports including the OHA Q2 financial health dashboard for teaching hospital. Committee discussed HIROC insurance coverage regarding regulatory compliance, financial results from November and January, forecast and funding update for FY25, an update on Lumeo project and financing, volunteer programming and recruitment initiatives, budget approach and principles for the coming year. The committee received an update on the SEAMO 3-year HHR plan, an update on the prior year external audit recommendations, the KHSC risk profile, the impact of tariffs, the financial impact of sick, overtime and vacation, an update on psychological health safety, budget for Phase 1 of the redevelopment project, planning & design, the KPMG internal audit review fundings for Payroll and Research as well as an interim update on the External Audit. Items that were recommended to the Board for endorsement included the Brockville Satellite Dialysis Unit, Kidd Davies 3 Cath Lab B, an update to the signing authority and banking resolution, the KPMG Audit Planning report for the year ended March 31, 2025, the HSAA/MSAA and the proposed 2025-26 Budget.

b) Patient Care & Quality Committee

Emily Leslie, Chair of the Patient Care & Quality Committee reported on the committee's activities at the January 13th and March 3rd meetings. The committee received a number of reports such as the annual French language services compliance report, Q3 reporting regarding hospital performance, access and flow, the quality improvement plan, patient safety and quality, patient experience reports and the KHSC risk profile. Discussions included a presentation on professional practice, an update on the Lumeo project, the proposed approach for the 2025-26 quality improvement plan, and program presentations and patient stories for Ininew Patient Services and patient relations.

c) Research Committee

Alan Cosford, Chair of the Research Committee provided an update on the committees discussions at the January 14th and March 4th meetings. The committee received the KHSC risk profile and Q3 Performance Reports and received an update on the KHSC-Queen's Affiliation Agreement review, as well as researcher profiles for Dr. Gord Boyd and Dr. Stephanie Sibley. Included into today's meeting materials was the name change recommendation for the Research Institute.

d) Governance Committee

David Fell, Chair of the Governance Committee provided a brief overview of the committees activities from the January 14th and March 3rd meetings. In addition to received the risk profile and Q3 Performance Reports, the Governance Committee reviewed key themes from the January Board Chair one to one meetings, received an update with respect to board nominations and recruitment for 2025-26, reviewed and discussed a series of

accreditation governance self assessment results and supporting evidence, received an update on communication and community engagement at KHSC, and discussed the proposed board education session planning for May as well as the updated Board education Report. Recommendations to the Board included the mid-year review of the Board's 2024-25 work plan, corporate naming recommendations for the CT Scanner, HDH Site, Johnston 0 and the PET Scanner Suite, KGH Site, Kidd 1. The committee is recommending a framework for the 2024-25 year-end committee reports, similar to last year, and is recommending the nominations/selection process for 2025-26 elected directors as well as non director committee members and patient experience advisors.

5.2 Governance Self-Assessment Results June 2024 (Accreditation Canada)

David Fell drew attention to the briefing note and supporting documentation included in the meeting materials, reviewed by the Governance Committee at their January and March meetings, to ensure that the Board is meeting requirements under Accreditation Canada's Governance standard. Survey results are a reflection of participants perspectives, and board members were encouraged to review the accreditation and supporting evidence found in the Resource Library of the Board Portal if they are unsure about how the Board is meeting the governance criteria. The Governance Committee will review the remaining criteria over the course of the next year in preparation for the Accreditation site visit to provide supporting evidence of how the accreditation governance standards are being fulfilled and/or where performance can be strengthened as the organization prepares for the Accreditation Site visit in April 2026.

6.0 IN-CAMERA SEGMENT (Members of the Public/Guests depart / BREAK)

6.1 Motion to Move in Camera.

Moved by Margaret Shepherd, seconded by David Fell:

THAT the Board move to an in-camera session.

CARRIED.

6.2 Refreshment Break – Compass Patient Meal

Directors received a survey in advance of today's meeting to select a patient meal. KHSC's food service provide Compass organized an opportunity for board members to experience patient meals firsthand to highlight some of the recent improvements.

11.0 REPORT ON IN-CAMERA MATTERS

11.1 Motion to Report on Decisions/Discussion from In-Camera Segment

The in-camera board minutes of January 27, 2025 will be adjusted as discussed and provided at the May 12, 2025 Board meeting.

The Chair provided the following report on in-camera items:

- The board received the most recent final board committee minutes
 - People, Finance & Audit Committee (January 13th),

Open Board Meeting: March 24, 2025

Page 7

- Patient Care & Quality Committee (January 13th),
- Research Committee (January 14th),
- Governance Committees (January 14th),
- The board approved a number of appointments and reappointments to the professional staff;
- The board approved a number of housestaff appointments;
- The Board received information on the Approach to Public Sector Salary Disclosure for 2024
- The Board received the Financial Package for the Month Ending January 2025
- The Board received information on the Psychological Health & Safety Program
- The Board approved the corporate naming of the CT Scanner, HDH Site, Johnson 0 in recognition of A. Britton Smith, Q.C., and Homestead Land Holdings;
- The Board approved the corporate naming of the PET CT Scanner Suite, KGH Site, Kidd 1 in recognition of A. Britton Smith, Q.C., and Homestead Land Holdings Limited and multiple donors;
- The Board received information on the Financial Impact of Sick, Overtime & Vacation;
- The Board endorsed Dr. Michael Derynk Mates as Deputy Head, Department of Pediatrics;
- The board endorsed committee chair and board officer recommendations for 2025-26;
- The Board approved the Operational and Capital budget for 2025-26;
- The Board received the KPMG Internal Audit Report for Payroll and Research;
- The Board received an update from the President and CEO.

On behalf of the Board Sherri McCullough thanked those who organized the patient meal experience for the meeting.

12.0 DATE OF NEXT MEETING & TERMINATION

Date of Next Meeting: Monday, May 12, 2025 at 1600 hours.

The meeting terminated at 19:15 hours on motion of Emily Leslie.

Sherri McCullough
Chair